

LOROS Wellbeing Strategy 2022- 2024



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Definitions

- Wellbeing means different things to different people at different times, but in theory is created by combining two main elements, that of the physical and mental health of an individual.

“Health and wellbeing is about being emotionally healthy as well as physically healthy. It is feeling able to cope with normal stresses and living a fulfilled life”.

(National Institute for Health and Clinical Excellence)

The Business Case for Wellbeing

Workplace wellbeing is known to have a positive impact on employee engagement, recruitment and productivity. These benefits in turn improve overall organisational performance.

The CIPD (2016) states: *'for businesses, attracting the right talent is essential, but making sure people are happy, healthy and engaged is fundamental to sustainable business performance.'*

Adopting a positive approach to improving health and wellbeing across LOROS may achieve improved productivity and performance, employee and patient satisfaction and reduced sickness absence and associated costs.

The wellbeing strategy begets a delivery plan which provides a framework for immediate support, as well as setting out more long term positive and preventative approaches to help employees to thrive at work.

The Goals of the Wellbeing Strategy

The goals of adopting a Wellbeing Strategy and Delivery Plan at LOROS are to:

- Implement the relevant aims of the LOROS Strategic Plan 2020-2023, EDI plan and People Plan
- Promote wellbeing resources ensuring employees are aware of all the opportunities to maintain and improve their health
- Build a wellbeing culture across LOROS by adopting a peer led model of development and promotion
- Support employees to develop and maintain a healthy lifestyle and improve their own physical and mental health
- Use our data sources (such as reasons for sickness absence, and exit interviews and employee surveys) to implement interventions that improve the health and wellbeing of our employees
- Improve our mental health support to;
 - De-stigmatise issues surrounding mental health which will help employees to identify issues in themselves and others and signpost to appropriate services
 - Build personal resilience in individuals through practical strategies, training and support in managing stress and change
 - Build on our network of Mental Health First Aiders

The Basis of the LOROS Wellbeing Strategy

The Wellbeing Strategy both derives from and supports the aims of the LOROS Strategic Plan 2020-2023.

Taken from Strategic Plan 2020-2023, LOROS will;

- Build on our existing health and wellbeing programme to broaden our offers and be more inclusive to create opportunities for all
- Invest in training and development of staff
- Create a culture that reflects our values and mission
- Be creative and dynamic in how we nurture, train and develop our staff, ensuring individuals have opportunities to achieve their full potential balanced with service needs, creating a learning organisation
- Provide appropriate support and development opportunities to all staff but timely and decisive action will also be taken to address any serious deficiencies in performance
- Have a consistent approach to policies and procedures

Links to EDI and People Plan

EDI Agenda

2.3

- Create an environment and culture where everyone is treated with dignity and respect

14.2

- Develop initiatives that influence change and encourage inclusivity.
- Work with staff to embed the 'agenda'

People Plan

8. Provide an environment where health and wellbeing is actively promoted, where the workforce is engaged with the whole LOROS organisation and every individual is valued for their contribution.

- Staff surveys
- Action plans from results
- Re-measure the impact of actions with pulse surveys
- Dashboard of valuable people metrics

Summary

In response to the LOROS Strategic Plan 2020-2023 and the 2021 Birdsong staff survey, and to progress the improvement of our positive culture and wellbeing, a 3 Year LOROS Wellbeing Strategy has been developed. The strategy brings together all initiatives currently in place within LOROS which support and maximise the health and wellbeing of employees and additionally encompasses key aspects highlighted in the Birdsong survey as requiring immediate focus for improvement.

The **6 zones** are below:

- Emotional and Mental Wellbeing
- Purpose & Growth
- Financial Wellbeing
- Physical Health
- Connections & Community
- Healthy Work-Life Balance

Strategic Aims

1. Staff will be empowered to increase their sense of health, wellbeing and personal development
2. Wellbeing resources will be made available to all staff, promoted with a communication plan
3. Signposting will be in place to ensure staff are directed to the most suitable area of support
4. Employees will be supported to be positive, productive and healthy and to be able to remain in work
5. Health, wellbeing and personal development will become a normalised topic of discussion
6. Guardians and Champions will lead the way in the 6 zones to create a peer led groundswell of wellbeing
7. A culture that reflects our values and mission will be created, recognising the contribution of all

Delivery Plan- Year One

Emotional & Mental Wellbeing

Actions-

- Reintroduce Mental Health & Wellbeing Guardian and Mental Health First Aiders
- Update MHFA Posters and create Wellbeing posters
- Communicate out Mental Health & Wellbeing awareness courses on Unicorn
- Promote access to and use of Unicorn, to increase usage
- Table MH and Wellbeing on the agenda at HODs Time To Think session, to create awareness of resources and signposting
- Review current offering and create communications plan
- Update all wellbeing information on Pinboard
- Link with LLR Wellbeing Hub and communicate offerings to staff

Outcomes-

- MHFAs to be more visible and accessible
- All current staff to have awareness of the programme
- All staff aware of MHFAs and Wellbeing Guardian and how to reach them
- Information on Pinboard and other communication mediums is current and relevant
- Staff will have access directly to wellbeing support outside of work as well as within

COORDINATED BY- LOUISE KIERNAN (Staff network coordinator)

SUPPORTED BY- LISA CLARKE (Supporter data Officer)

Purpose & Growth

Actions-

- Reintroduce Coaching: Coaching Guardian and coaching champions-communicate the benefits and reasons
- Highlight coaching resources in PDRs
- Promote Psychological Safety to SMCs then HODs (Stage 2 to introduce it to teams in Year 2 and 3)
- Articulate Values and show how they translate into behaviours

Outcomes-

- Improved uptake of in house coaching
- Staff will be empowered in their own development
- Staff will lead by example and have a greater understanding of the Values & Behaviours of LOROS

COORDINATED BY- LOUISE KIERNAN (Staff network Coordinator)

SUPPORTED BY- LAURA FITZSAWYER (Supporter Data manager)

Financial Wellbeing

Actions-

- Schedule and communicate pension awareness sessions
- Utilise the Staff Network to promote Legado
- Explore with Guardian opportunities to adopt and promote financial wellbeing initiatives

Outcomes-

- Staff will be encouraged to engage in their pensions
- All new staff to have Legado accounts

COORDINATED BY- LOUISE KIERNAN (Staff network Coordinator)

SUPPORTED BY-

Delivery Plan- Year One

Physical Health

Actions-

- Communicate Facilities available to staff and the connection with the Wellbeing Hub
- Promote healthy eating through the food available in the staff canteen
- Compile and communicate some basics around healthy living using NHS information
- Organise two Health and Wellbeing events for staff to attend
- Acquire awareness / training on the Menopause for staff and managers, promote uptake of sessions

Outcomes-

- We will raise awareness and importance of monitoring physical health as a way of keeping fit and healthy

COORDINATED BY- LOUISE KIERNAN (Staff Network Coordinator)

SUPPORTED BY- ELLIOT WOOLLEY (Supporter Care Coordinator)

Connections & Community

Actions-

- Work with the EDI Lead to create a Wellbeing & EDI celebration calendar
- Review the Shine a Light peer to peer recognition scheme for effectiveness and consider alternatives
- Create Job Shadow guidelines
- Continue with interviewing the Trustees

Outcomes-

- Raise awareness of celebrations and be more inclusive
- Support individuals to enjoy and mark celebrations
- Staff will experience different areas of the organisation to develop a greater understanding of their colleagues

COORDINATED BY- LOUISE KIERNAN (Staff Network Coordinator)

SUPPORTED BY- ANDREW JEFFREYS (EDI Lead)

Healthy Work-Life Balance

Actions-

- Encourage efficient work by promoting the resources on Unicorn which address working smarter
- Communicate the Pomodoro Technique
- Table work-life balance on the agenda at HODs Time To Think session, to generate discussion on how employees might be supported to create boundaries and how flexible working might be supported

Outcomes-

- Improved staff productivity
- Reduce levels of burnout and absence levels
- Maintain staff retention levels
- Improve job applicant quantity
- Improve job applicant quality

COORDINATED BY- LOUISE KIERNAN (Staff Network Coordinator)

SUPPORTED BY- SUZANN CHANTRILL (Bereavement Volunteer Support)

Delivery Plan- Year Two

Emotional & Mental Wellbeing

Actions-

- Critically review and adjust the LOROS supervision framework to ensure it is meeting the needs of the staff
- Promote Unicorn training on Resilience to help manage change
- Trial a new Wellbeing Passport to include the 6 zones
- Sign up Wellbeing Champions
- Update the Health & Safety Policy with similar wording to the Statement of Intent

Outcomes-

- We will continue to ensure our staff feel fully supported through formal supervised arrangements
- Staff will be more resilient when changes occur at work or outside
- Managers will be able to support their staff better when they can discuss wellbeing needs directly
- Updating policies will reflect our commitment

COORDINATED BY- LOUISE KIERNAN (Staff Network Coordinator)

SUPPORTED BY- LISA CLARKE (Supporter Care Coordinator)

Purpose & Growth

Actions-

- Promote Psychological Safety to teams
- PDP training/ refresher training for all HODs to create consistency in approach
- Continuous discussion around coaching and training that is available for staff

Outcomes-

- Staff more likely to speak up on all issues and there will be a more open culture at work
- All PDPs will be conducted with the same approach
- Uptake of coaching and training will increase and staff will be empowered in their roles

COORDINATED BY- LOUISE KIERNAN (Staff Network Coordinator)

SUPPORTED BY- LAURA FITZSAWYER (Supporter Data Manager)

Financial Wellbeing

Actions-

- Communicate to staff money saving benefits available to them
- Explore with Guardian opportunities to adopt and promote financial wellbeing initiatives

Outcomes-

- Staff will have a greater understanding of how to manage their finances and where to go for additional support
- Staff will benefit from saving money

COORDINATED BY- LOUISE KIERNAN (Staff Network Coordinator)

SUPPORTED BY-

Delivery Plan- Year Two

Physical Health

Actions-

- Work with OT & Catering to compile an easy to follow guide for staff to encourage a more healthy approach
- Complete a Health, Wellbeing & Benefits survey

Outcomes-

- Staff will be empowered to live more healthily and thrive in their life both in and out of work
- Knowing what staff want will improve the impact of the offerings

COORDINATED BY- LOUISE KIERNAN (Staff Network Coordinator)
SUPPORTED BY- ELLIOT WOOLLEY (Supporter Care Coordinator)

Connections & Community

Actions-

- Review Job Shadow Guidelines and uptake- ensure this is introduced within PDRs and New Starter information

Outcomes-

- Department links will grow as people's perceptions change therefore improving understanding and communication

COORDINATED BY- LOUISE KIERNAN (Staff Network Coordinator)
SUPPORTED BY- ANDREW JEFFREYS (EDI Lead)

Healthy Work-Life Balance

Actions-

- Encourage HODs to have more open conversations with their teams to show a proactive approach to the W-L balance

Outcomes-

- Being proactive in these conversations could prevent absence or demotivation

COORDINATED BY- LOUISE KIERNAN (Staff Network Coordinator)
SUPPORTED BY- SUZANN CHANTRILL (Bereavement Volunteer Support)

Delivery Plan-Year Three

Emotional & Mental Wellbeing

Actions-

- Utilise talent/ skills we have in house to offer additional training, webinars or workshops to staff

Outcomes-

- Connections with our own people will continue the peer led framework of the strategy

COORDINATED BY- LOUISE KIERNAN (Staff Network Coordinator)

SUPPORTED BY- LISA CLARKE (Supporter care Coordinator)

Purpose & Growth

Actions-

- Review organisational documents (e.g. management training tools) to ensure they tie in to the Psychological Safety aspect of our culture

Outcomes-

- Linking things together creates consistency and a structured approach

COORDINATED BY- LOUISE KIERNAN (Staff Network Coordinator)

SUPPORTED BY- LAURA FITZSAWYER(Supporter Data Manager)

Financial Wellbeing

Actions-

- Explore with Guardian opportunities to adopt and promote financial wellbeing initiatives
- Promote Will Writing as arranged by Fundraising from time to time

Outcomes-

- Staff will benefit from additional savings

COORDINATED BY- LOUISE KIERNAN (Staff Network Coordinator)

SUPPORTED BY-

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Hospice Care for Leicester, Leicestershire & Rutland

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Delivery Plan- Year 3

Physical Health

Actions-

- Organise a health survey to understand individual and group needs to discover if there are any specific support areas required
- Implement the findings of the survey

Outcomes-

- We will have appropriate support & training available so all staff feel their wellbeing needs are being met

COORDINATED BY- LOUISE KIERNAN (Staff Network Coordinator)

SUPPORTED BY-ELLIOT WOOLLEY (Supporter Data Officer)

Connections & Community

Actions-

- Explore ways to increase the level of support to staff working remotely, or those who work outside the hospice, through mechanisms such as a buddy scheme

Outcomes-

- Decrease any sense of isolation and build better relationships

COORDINATED BY- LOUISE KIERNAN (Staff Network Coordinator)

SUPPORTED BY- ANDREW JEFFREYS (EDI Lead)

Healthy Work-Life Balance

Actions-

- Highlight to staff how they can ensure a good balance between work and life

Outcomes-

- Staff will be empowered to create a healthy balance

COORDINATED BY- LOUISE KIERNAN (Staff Network Coordinator)

SUPPORTED BY- SUZANN CHANTRILL (Bereavement Volunteer Support)

Additional Actions

Launch

The strategy will be promoted by a launch event at the Hospice, and Retail and other HoDs views are being sought on how to promote the strategy with their teams to ensure maximum coverage.

Communications

Working with the Marketing team, it is proposed that all notice boards follow a common layout with 'static' content signposting to ongoing resources, and 'dynamic content' providing information on current campaigns, according to the EDI & Wellbeing Calendar.

Wellbeing and Benefits Survey

Year 2 commences with a Wellbeing and Benefits Survey for all staff to consolidate the actions/benefits that staff deem beneficial and ought to continue, and understand what wellbeing initiatives and benefits staff would like introduced.

Support for Guardians and Champions

This will take the form of either clinical supervision if that is already set up, peer supervision or a buddy system.

Guardians

To fulfil one of the strategic aims of the LOROS Wellbeing strategy a Guardian will be aligned to each of the 6 zones of the Wellbeing Wheel. By doing so we embed the peer led framework of the strategy.

Guardians

A member of staff who is the Lead on:

- Emotional and Mental Wellbeing
- Purpose & Growth
- Financial Wellbeing
- Physical Health
- Connections & Community
- Healthy Work-Life Balance

Through their role, Guardians:

- Are a visible peer who is passionate about their particular area of the Wellbeing Strategy
- Generate ideas for new initiatives and / or communication methods
- Convey messages to others about their area of Guardianship
- Work with the Staff Network Coordinator to organise and communicate out any relevant information at set times through the year
- Support Champions within their section

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Champions *(Year 2 development)*

Champions

A member of staff who supports on:

- Emotional and Mental Wellbeing
- Purpose & Growth
- Financial Wellbeing
- Physical Health
- Connections & Community
- Healthy Work-Life Balance

Through their role, Champions:

- Promote the Wellbeing Strategy and resources available
- Feedback views staff have on the strategy and resources
- Work with the support of the Guardian and the Staff Network Coordinator as appropriate

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Measures and evaluation

This is a long term workplace strategy to improve and maintain the health and wellbeing of all employees of LOROS. The measures used to assess whether the wellbeing strategy, support and interventions have been successful are described below.

This strategy will be reviewed and revised yearly, based on qualitative and quantitative feedback alongside the results of the wellbeing and benefits survey (Y2).

Metric	Methodology
Employee self-rated health and wellbeing	Employee survey, Exit Questionnaires
Sickness absence - % reduction of FTE lost overall	Quarterly (clinical governance report)

Review

In Quarter 4 of each year, the Strategy will be reviewed by the Director of People and the Staff Network Coordinator. Actions taken, along with the resulting outcomes, will be discussed and recorded. Unrealised actions will be reviewed along with the reasons, and rescheduled to subsequent Quarters where appropriate and valid.

Feedback from the Guardians and Champions will also add valuable insight into any future changes. Results from this review will be shared at the SMC Meeting in Quarter 4 with a view to outlining the forthcoming Year and the relevant updated plans.

In Quarter 2 of Year 3 it will be necessary to refresh this Strategy and update as appropriate ready for the next stage.

This Strategy is a live document and subject to change in its duration due to staff need and demand.