

# SCRUTINY REPORT



**MEETING:** Health Scrutiny

**DATE:** 25<sup>th</sup> January 2023

**SUBJECT:** System wide workforce wellbeing and retention

**REPORT FROM:** Lindsey Darley, Director of Transformation and Delivery, Bury IDC

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## 1.0 BACKGROUND

Request from Health Scrutiny for a report on Workforce Wellbeing and Retention programmes system wide.

This is a report on behalf of the Strategic Workforce group of the Bury Integrated Partnership. All partners in the health and care system in Bury recognise the pressures on workforce well being at this time, following Covid and with enormous demand pressures in the system. The Strategic Workforce group brings together workforce leads from health and care organisations to address issues of common concern

## 2.0 OVERVIEW

### **Bury System Workforce Wellbeing report incorporating retention programmes**

The purpose of this report is to:

- share the key themes from the system wellbeing workshops that have informed the development of the proposed actions/activities
- enable key partners/stakeholders and specialists to shape the system work in its developmental stages.
- enable the committee to appraise the proposed actions/activities and support work on to collaborate on as a system/organisational aligned priority basis.

## CONTEXT

The origins of organisational health and wellbeing offers has mostly been from a place of reactivity e.g. occupational health services to support staff who were off long-term sick to assist in returning to work. Similarly, of the limited retention programmes offered, they are also reactive and triggered when an individual has already made the decision to leave employment. There has been a gradual shift to a more preventative approach with a growing recognition for the need to support staff wellbeing to enable staff to keep themselves well and remain with their current employer. However, it is noted that organisations adopting a more preventative approach require some key factors for success including organisational culture alignment, financial resources for wellbeing offers, leadership modelling etc.

The workforce mindset and behaviours towards their own wellbeing and accessing organisational provision at the earliest point of recognition will need to be supported to ensure the focus is on prevention and maintaining wellbeing as regular practice. In addition, and central to this, is our inclusive approach to improve the parity and scope of service reach if we are to enable our whole system workforce to really take care of themselves.

Covid-19 provided a national/global recognition of the importance of looking after our own wellbeing in particular our mental health, with stress/burnout increasing in our health and care workforce. Some organisations have responded with increasing their offers to the workforce in this area and/or widening offers that support a more holistic approach to wellbeing. With increasing demands on health and care services, emotional/physical challenges through covid supporting our workforce with their wellbeing has never been more crucial.

## **Background**

Workforce wellbeing is a GM and shared Bury systemwide workforce strategic priority. It was agreed with workforce colleagues at the system wide workforce group to hold workshops on wellbeing to assist us to develop our shared understanding of what our current position is and start to consider how we could add value/address any gaps/challenges by working together.

## **Design and Delivery of the wellbeing workshops**

Two wellbeing workshops were designed with the following key objectives:-

1. Develop a shared understanding of Bury's health and well being strategy
2. Consider how our organisational culture affects workforce wellbeing and workforce retention
3. Create an awareness of the GM wellbeing offers available and how they can support our local wellbeing strategies
4. Gain an understanding of GM wide retention strategies and ensure alignment
5. Develop our shared understanding of the range of workforce wellbeing offers/support available across our organisations in the Bury system and how these support the retention strategy
6. Understand our strengths in offers/consider our gaps in offers for our system workforce
7. Explore current approaches to engage our workforce in understanding what their level of well being is/wellbeing needs are and how this affects our design of wellbeing offers
8. Identify areas in which workforce retention is a specific concern and how an effective wellbeing programme may support staff in remaining with their current employer
9. Think about our own wellbeing and what are our own personal reflections and take aways from the session

The two workshops were delivered via teams utilising and extending the workforce across the system (WAS) meeting from 1.30-5 and were chaired by Lindsey Darley, Director of Workforce transformation and delivery and Emma Arnold, IDC Workforce Transformation Lead. Key speakers from GM (Greater Manchester Health and Social Care Partnership, Greater Sport, GM Resilience Hub) and our system partners presented their workforce wellbeing offers including initiatives to improve retention i.e. Bury Council, Persona, PCFT, NCA. Bardoc, Primary Care and VCFA all confirmed that these are areas for development.

## **Key themes from wellbeing workshops**

The below points contains the synthesis of the feedback from the breakout sessions at the two workshops:-

- Recognition that culture impacts on wellbeing in terms of staff engagement/uptake of offers, management/leadership behaviours e.g. permissions, conversations/support, the way in which we work can have an effect on wellbeing e.g. back to back team meetings. Organisational culture was recognised as a key factor in why people leave their current employment
- Acknowledgement that a greater range of offers had been put in place by organisations for their workforce in a short timeframe to respond to covid as a supportive measure. The ambition therefore is to build upon these programmes as a health and care system, extending current programmes beyond organisational boundaries and supporting our smaller employers eg PVI providers.
- We were unclear on the current position of the wellbeing levels of all of our workforce to be able to understand what our workforce wellbeing needs specifically are and therefore whether we have the right offers in place to meet these needs. Recently published national and local organisational reports eg staff surveys, CQC reports have identified that wellbeing levels have been reducing and affecting workforce retention.
- Partner organisations had a range of wellbeing offers categorised on the whole in different ways but with a similar offer/s using different language
- There were gaps for some partners in offers and strengths in offers from others, with a willingness for wellbeing leads to share resources (where possible acknowledging restrictions of commissioned programmes)
- Evaluation of current/new offers uptake/impact is believed to be inconsistent across organisations or has not yet taken place. The larger organisations are currently better resourced in these areas and have been able to continue to build on their offers.
- Desire from the group to role model/be change agents and champions of workforce wellbeing.
- Noticed that only 2 partners have a dedicated wellbeing lead for their organisation and others has some element of leadership sitting within a workforce/OD portfolio or for our smaller organisations, none at all. Their remits were also across other boroughs and wider than health and social care teams.

### **Key proposals for consideration**

In relation to the above synthesis the following are key proposals for consideration for the system to collectively work on to add value:-

- Design and undertake a system wide baseline assessment of our levels of workforce wellbeing recognising that there may be tools being used by some organisations/best practice in this area to utilise.
- Develop and agree project metrics to support assessing impact of wellbeing offers/workforce wellbeing levels
- Working with our wellbeing leads/designated individuals to consider how we share resources to enable the production of a Bury wellbeing offer and address any key gaps/challenges to this.
- Design and undertake an evaluation of our current offers to identify whether our workforce feel they are accessible, effective, and meet their needs
- System wide Organisational Development (OD) programme to align organisational cultures and ensure that the Bury offer supports wellbeing and retention regardless of employing organisation
- Cultural transformation from a reactive model of wellbeing to a more preventative and holistic model encompassing
  - How we support our workforce to understand their own wellbeing needs and identify their strength and where they want to pay attention

- Strengthening the employee voice across the whole system through co-design, engagement in design of tools/comms whilst recognising that they work across a range of settings e.g. frontline, remote workers so this would need to be appropriate to their needs
- How we provide our workforce with the permissions to prioritise their well being
- How we enable our managers and leaders to have different conversations with their workforce about wellbeing and model healthy leadership behaviours
- How we pay attention/notice our ways of working that could be having an adverse effect on our wellbeing

### **Key tools to support us to implement the above**

There are a range of tools available to both organisations and at GM level that would enable us to progress the above proposals. These include but aren't limited to the following: ( It is recommended that a full scoping is undertaken to understand what tools we have access to as a system)

- NW Leadership Academy Healthy Leadership Behaviours Framework
- Coaching/strength based conversational skills training
- Survey monkey/Menti
- NCA Wellbeing conversations template

### **Engagement in development of proposal**

The workforce across the system and wellbeing specialists (GM and system partners) have reviewed the themes, proposals and tools to share their ideas and views on this and whether this would add value to existing organisational work/could join up any planned work in this area. The feedback has been positive on this that there is strength in a collective approach in this area.

There was support for a wellbeing network group to be established to enable the group to collectively work together on taking the proposals forward should this be agreed as a priority for system partners to collaborate on.

### **Next steps and presented to the Strategic Workforce Group**

The strategic workforce group noted the following proposals:-

- To provide organisational approval and support for our partners wellbeing leads/ reps from organisations to work collectively to progress the above proposal elements listed to strengthen our offers/approach to workforce well-being across the whole system
- Approve the submission of a collective bid to GM (Bid max is £30k)/supporting funding for a temporary project manager post for 9-12 months to lead the work proposed with our organisations with support from the LCO Workforce Transformation Lead. This post will provide a key enabling function for workforce wellbeing and retention programmes system wide.
- A system wide Organisational Development Manager to undertake a professional diagnostic programme, beyond organisational boundaries, and design/develop/deliver a culture change programme ensuring consistency throughout Bury.

Additional resources as described above have now been acquired with the Project manager and Organisational development manager recently taking post within the System Wide Workforce hub under the direction of Lindsey Darley, Director of Transformation and Delivery.

It is also worth noting that whilst the wellbeing and retention of our primary care workforce is imbedded within the system wide workforce programme, we recognise that there will be some unique workforce challenges amongst this group. As a consequence, a workshop is to take place with our primary care colleagues on 23<sup>rd</sup> January 2023 lead by Lindsey Darley, Director of Transformation and Delivery to identify specific concerns and determine support available via the strategic workforce group and delivered by the workforce hub.

Similarly, we will align the Bury responses with the GM Wide Primary Care Provider Board workforce wellbeing programme. This programme recognises key areas for wellbeing within the Primary Care Workforce which include focussing on promoting wellbeing support for individuals and teams, identifying current challenges preventing the workforce from accessing support, working together to manage pressures and improving engagement.

Work continues with system wide HR directors and Organisational leaders to develop the Bury System Wide Workforce Strategy with recruitment, retention and workforce wellbeing identified as key priority areas.

It is anticipated that the strategy document will begin the approval process in February 2023 with GM submission by the deadline of 31<sup>st</sup> March 2023.

## **2.0 ISSUES**

Whilst Current Workforce Priorities for Bury are being identified as part of the developing Workforce Strategy, it is to be noted that both workforce wellbeing and retention have been confirmed by Strategic Workforce Group members as significant priority areas.

## **3.0 CONCLUSION**

The committee is asked to note the contents of the report and to facilitate the presentation of the system wide Workforce Strategy at a future Health scrutiny meeting.

## **4.0 SAFEGUARDING IMPLICATIONS**

Non identified at this stage

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### **List of Background Papers:-**

n/a

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