

Manchester Health and Wellbeing Baseline Assessment Case Studies Compendium

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Background

Member organisations of the Manchester Health and Wellbeing Board (HWBB) were set the objective of working collaboratively during 2015-17 to baseline their current position in order to set improvement goals and share good practice, with the inclusion of mental health as a priority area.

Aspire and PACE were commissioned by Manchester HWBB to take a transparent look at health and wellbeing in the work place across the health and care system in Manchester. The project was funded through the Department for Communities and Local Government Transformation Challenge Award fund.

The following organisations participated in the project:

- Manchester City Council (MCC)
- NHS North, Central and South Clinical Commissioning Groups
- University Hospital of South Manchester NHS Foundation Trust (UHSM)
- Central Manchester University Hospitals NHS Foundation Trust (CMFT)
- Pennine Acute Hospitals NHS Trust (PAT)
- Greater Manchester West Mental Health NHS Foundation Trust (GMW)
- Back on Track (BonT) – a charity providing education and work experience to disadvantaged people.

The project began in May 2016 and concluded July 2017 with the production of several outputs including:

- Workplace Health and Wellbeing Assessment Framework (including mental health and disability) – published here [add hyperlink]
- Individual baseline assessment site reports for organisations participating in the project – confidential to the individual sites
- Manchester City wide report to include: analysis, findings, collective strengths and 6 high impact recommendations – published here [add hyperlink]
- Case studies of good practice draw from literature and the participating organisations – published in this document.

This document draws together the case studies of good practice. We present a summary of the case studies from the participating organisations and the literature on the proceeding pages. We have arranged the case studies using our Health and Wellbeing Assessment Framework which covers four areas of good practice critical to developing positive health and wellbeing cultures.



Summary case studies

Organisational Commitment to Health and Wellbeing

TITLE	HWB FOCUS	SUMMARY	KEY OUTCOMES
Implementing HWB strategy (Greater Manchester West Mental Health NHS Foundation Trust)	Implementing HWB strategy over geographically dispersed footprint	Greater Manchester West Mental Health NHS Foundation Trust have put a number of initiatives in place to ensure that HWB activities and support is tailored and accessible across the GMW footprint	GMW scores higher than average on staff survey (2016) question 'organisation and management interest in HWB' For June 2016, the Trust received its best ever results with 81% of staff saying they would recommend the Trust as a place to receive care and 73% saying they would recommend the Trust as a place to work.
Identifying HWB needs (Manchester CCGs)	Identifying HWB needs	Manchester CCG's have developed a way of measuring staff health and wellbeing across the new organisation via a resilience measure. This uses absence rates and turnover rates to map levels of resilience across different workforce pay bands.	In progress
OneYou (Rotherham CCGs)	Measuring up against CQUIN	Rotherham CCG - One of the Healthy Workforce sites, this organisation has introduced a range of interventions for staff related to the CQUIN indicators.	No metrics or evaluation data available until March 2017.

Health and Wellbeing Service Provision

TITLE	HWB FOCUS	SUMMARY	KEY OUTCOMES
Wild Family Event Programmes (Greater Manchester West Mental Health NHS Foundation Trust)	Wild Family Event Programmes	Greater Manchester West Mental Health NHS Foundation Trust piloted two events with Lancashire Wildlife Trust with very positive feedback and will continue to roll out during 2017	Staff feel valued
Zumba classes (Pennine Acute Hospitals NHS Trust)	Physical activity	8 week Zumba programme for 50 people fully evaluated at Pennine Acute Hospitals NHS Trust	Rise from 32% to 61% who carried out the recommended 150 minutes of physical activity per week
Run Groups Manchester City Council	Physical activity	12 staff at Manchester City Council trained to lead 'Run Groups' to increase levels of physical activity irrespective of fitness levels.	Improved staff confidence, social connection and fitness levels
Wellness Programme (Adidas UK)	Physical activity	A wide range of preventative interventions are provided for staff including stress related, physical and an onsite GP.	The average sick day per year, per employee is 2.5, compared with an industry average of about 6. Adidas also measures productivity levels which are also higher than average (no specific data are available for this metric).

Health and Wellbeing Workshops and Support Groups

TITLE	HWB FOCUS	SUMMARY	KEY OUTCOMES
<u>Financial wellbeing (Greater Manchester West NHS Foundation Trust)</u>	Financial wellbeing	Hoot credit union are working with GMW to offer savings and affordable loans to members of Greater Manchester West Mental Health NHS Foundation Trust . Hoot credit union extended its membership to cover all staff and their families working for GMW across the Trusts wide geographical area.	Financial security has a positive impact on mental health, in addition the scheme encourages staff to establish a routine of saving regular amounts, this is deducted directly from salaries so saved before spent.
<u>Divisional Health and Wellbeing Day (Central Manchester University Hospitals NHS Foundation Trust)</u>	Physical and mental wellbeing	Staff in the division of surgery at Central Manchester University Hospitals NHS Foundation Trust participated in a HWB day which included massage, mindfulness sessions and emotional support	Evaluated well and will be assessed by means of an annual survey
<u>Developing resilience (Manchester CCG's)</u>	Mental wellbeing	Building resilience through emotional intelligence programme in the Manchester CCGs	The HR OD team have noted a noticeable change in the interactions between people who have attended the programme.
<u>Mindfulness training (Pennine Acute Hospitals NHS Trust)</u>	Mental wellbeing	8 week mindfulness training for 8 people at Pennine Acute Hospitals NHS Trust , fully evaluated	Reduced stress, increased life satisfaction and mindful practice and reduced sickness absence

Health and Wellbeing Environment Support

TITLE	HWB FOCUS	SUMMARY	KEY OUTCOMES
Awards for Excellence (Manchester City Council)	Health and wellbeing category	Health and wellbeing category created to emphasise the importance of health and wellbeing to the organisation (Manchester City Council)	Raised awareness of health and wellbeing, developed collaborative working, new skills, confidence and improved perceptions of general health and wellbeing.
Healthy Herts (Hertfordshire eCity Council)	Health Hearts	Updating and revamping the HWB intranet site with employee involvement.	Staff engagement rose from 49% to 60% in one year. Sickness absence reduced from 9.5 to 7.5 days over a 2-3 year period. Use of EAP rose from 7.16% to 9.31%

Health and Wellbeing Leadership Behaviours

TITLE	HWB FOCUS	SUMMARY	KEY OUTCOMES
<u>Health and Wellbeing Champions (Pennine Acute Hospitals NHS Trust)</u>	Health and Well-being support	At Pennine Acute Hospitals NHS Trust 50 staff trained in level II qualification in Understanding Health Improvement (Royal Society for Public Health)	Over 80% said the course helped them improve their own HWB and also gave them the skills to help others
<u>Team based assessment (Glaxo)</u>	Health and Well-being support for leaders	Team based assessment results are shared with the team leader prior to working with a facilitator to work with the team to uncover hotspots and what is working well. An action plan is developed to reduce pressure in the team.	A 60% reduction in work related mental ill health globally A 29% reduction in work days lost

Health and Wellbeing Leadership Learning and Development

TITLE	HWB FOCUS	SUMMARY	KEY OUTCOMES
<u>Coaching conversations (Caterpillar)</u>	Health and Well-being support	A telephone coaching and therapeutic intervention service for employees who are presenting with depression. Employees are followed up, in confidence, if they indicate high scores on two items on the staff survey.	Average lost work time for psychiatric short-term disability has decreased over 40%. The total number of long-term disability psychiatric cases has decreased by over 35%.
<u>Team based assessment (Glaxo)</u>	Health and Well-being support for leaders	Team based assessment results are shared with the team leader prior to working with a facilitator to work with the team to uncover hotspots and what is working well. An action plan is developed to reduce pressure in the team.	A 60% reduction in work related mental ill health globally A 29% reduction in work days lost

Health and Wellbeing Employee Learning and Development

TITLE	HWB FOCUS	SUMMARY	KEY OUTCOMES
<u>Lead Programme (University Hospital South Manchester)</u>	Mental wellbeing	A leadership development programme at University Hospital South Manchester for all levels of staff focusing on resilience, prevention of stress etc.	Increased understanding, awareness and more effective management
<u>The Appraisal Revolution (University Hospital South Manchester)</u>	Health and wellbeing support	Shortened paperwork and ‘big conversations’ during appraisals at University Hospital South Manchester	Improved staff feelings of being valued, increased staff engagement and wellbeing
<u>Onsite Health Service (Airbus)</u>	Health and Wellbeing support	An integrated approach to providing mental health services to workers suffering from a range of mental health issues. Significant training is provided and much attention is paid to ‘reasonable adjustments’ so that people can remain at work.	After one year, mental health-related absence reduced from 25% of all absence to 18.5%, after two years to 11.94%. The average length of absence per episode reduced from 49 days to 35 days and to 34 after two years. While receiving support, 89% of all referrals to the service remained in work.

TITLE	HWB FOCUS	SUMMARY	KEY OUTCOMES
Fair recruitment (Manchester CCGs)	Disability	Manchester CCG's are working with Breakthrough to look at whether or not the CCG's recruitment process are followed and whether there is any bias or discrimination in the process.	In progress
Supported internships (Central Manchester University Hospitals NHS Foundation Trust)	Disability	A year long internship programme at Central Manchester University Hospitals NHS Foundation Trust helps young people with learning disabilities to access employment.	64% obtained paid employment and 93% retained paid employment at one year
Fair recruitment (IKEA)	Disability	Specific recruitment practices to increase number of disabled employees with a supportive team/cultural ethos. Ikea works with local specialist employment agencies in the community.	High attendance and low sickness rates. Raised awareness of disability locally and overall organisational and community culture changes.
Autism at Work (SAP)	Disability	This organisation began to employ people with Autistic Spectrum Disorder (ASD) after realizing that 1% of the population is autistic. Their aim is to increase the number of people they employ with ASD to 650 by 2020 which will equal 1% of the workforce.	There are no published metrics available for this case study but SAP state that teams including autistic adults have increased their productivity and cohesiveness in key areas.

TITLE	HWB FOCUS	SUMMARY	KEY OUTCOMES
Schwartz Rounds (Central Manchester University Hospitals NHS Foundation Trust)	Mental wellbeing	Schwartz rounds at Central Manchester University Hospitals NHS Foundation Trust allow staff to meet in confidence to discuss and reflect on the emotional impact of their work in a safe, supportive environment.	Over 80% of staff involved state that the rounds help them to work better with colleagues and patients

Get Further

TITLE	HWB FOCUS	SUMMARY	KEY OUTCOMES
Reverse mentoring (Central Manchester University Hospitals NHS Foundation Trust)	Disability	This scheme at Central Manchester University Hospitals NHS Foundation Trust helps to provide positive action to support BME, LGBT & disabled people and to raise awareness for senior leaders	Enhanced career opportunities/advancement for mentees and a range of leadership development outcomes for mentors

CASE STUDIES

Title:	Mindfulness
Organisation:	Pennine Acute Hospitals NHS Trust
Sector:	Health
Geographical location:	North West England
HWB focus:	Mental Well-Being
Rationale for inclusion:	Focus on mental health and evaluated pilot study
Website reference:	http://www.pat.nhs.uk/downloads/pennine-news/2016/Pennine%20News%20144%20March%202016%20v1.2%20eProof.pdf [page 15, published March 2016, accessed 22/11/16] http://www.pat.nhs.uk/downloads/pennine-news/2016/PENA01%20Pennine%20News%20148%20Aug%202016%20v1.4%20eProof.pdf [page 15, published August 2016, accessed 22/11/16]

Summary

In the past, staff at PAT have experienced high levels of sickness absence due to stress at work (NHS Staff Survey 2015 shows that 40% of respondents reported suffering stress in the last 12 months compared to the average of 36% for Acute Trusts). PAT committed a budget to focus on developing staff health and wellbeing across the Trust and as a result of the Chief Executives challenge in 2015, the Trust decided to invest in mindfulness. The health and wellbeing benefits of mindfulness are vast and include maintaining good wellbeing, managing stress, depression, chronic illness and pain. Mindfulness has also been associated with resilience, compassion and a broadening our capacity to improve our performance.

In January 2016, the Trust commissioned a recommended mindfulness practitioner to run two mindfulness taster sessions, of which 33 members of staff attended. Due to the positive feedback an 8 week 4 session (three half days and one full day with reflective practice in between sessions) mindfulness pilot course was commissioned for up to 12 staff between March and May 2016.

Twelve members of staff from across the Trust and from different professional backgrounds signed up for the pilot mindfulness course. Eight members of staff completed the full course. Following the course the participants started a 'WhatsApp' group to remain in contact and provide a source of support for each other. Additionally, they continue to meet monthly on site to practice mindfulness.

Before the participants started the course, they were asked to complete a pre-course evaluation questionnaire and following completion of the course they were asked to complete a post course evaluation questionnaire. The sickness absence levels of those who attended the course and those who didn't attend were also tracked prior to and post course over a 6 month period. These results are reported as key outcomes below.

Next steps – to build sustainability, the Trust will use the evaluation data to apply internally to the Trust Board for funding to train up in-house mindfulness trainers through an accredited programme. The in-house mindfulness trainers will then be able to roll out the 8 week mindfulness course on a regular basis across the Trust.

Top tips

- you will need an initial HWB budget to be able to pay for the mindfulness course
- you also need support from managers to support staff to attend the programme
- you need good communication to ensure that staff know the programme is being offered – the communication used at PAT was through the HWB intranet pages, staff magazine Pennine News, Operations Manager of the Occupational Health Service was the main point of contact for staff to get further information, the HWB champions shared the opportunity in their divisions

- you may need to provide other wrap around support for staff through Occupational Health
- celebrate success – all 8 participants received a certificate and had their photos taken for Pennine News (staff magazine)
- to make this sustainable and to offer the course to a higher proportion of staff you may consider training up your own staff to deliver the course in-house. More information available from Breath Works at: <http://www.breathworks-mindfulness.org.uk/teacher-training>

Key outcomes

- *“I feel better able to manage work situations which have previously been quite stressful, which before had a major impact on my work/ home life - this has now lessened! Very positive course.”*
- *“I’ve been able to focus on what I need to do which is great for me at the moment”*
- *‘It’s been a life changing experience’*
- *“The course has really helped me and I am determined to carry on with the practices that work for me”*
- 75% of participants found the course extremely enjoyable and 25% very enjoyable
- 87.5% found the course extremely useful and 12.5% very useful
- 50% felt the course would make a great deal of difference to their work in the future, 37.5% felt a significant amount and 12.5% quite a bit.
- On average participants stress levels reduced following the programme from 2.88 to 2.03 (10 point perceived stress scale with 0=never and 4=very often)
- On average participants life satisfaction increased following the programme from 4.44 to 5.07 (5 point satisfaction with life scale with 1=strongly disagree and 7=strongly agree)
- On average participants mindful practice increased following the programme from 2.59 to 3.35 (5-facet Mindfulness questionnaire with 1=never or very rarely and 5=very often or always true)
- On average there was an 80% reduction in the number of participant sickness days and episodes 6 months after the programme compared to 6 months leading up to the programme.

Title:	Zumba
Organisation:	Pennine Acute Hospitals NHS Trust
Sector:	Health
Geographical location:	North West England
HWB focus:	Physical Activity
Rationale for inclusion:	Evaluated course
Website reference:	http://www.pat.nhs.uk/downloads/pennine-news/2016/Pennine%20News%20144%20March%202016%20v1.2%20eProof.pdf [page 15, March 2016, accessed 22/11/16]

Summary

The Trust signed up to be a proud partner with the 'I Will If You Will' team (IWIYW). This aims to provide easily accessible fitness programmes for staff and incentives for those who increase their physical activity levels. IWIYW is an initiative to get the women of Bury more active. In addition, following the outcome of the chief executive's challenge in 2015, the Trust developed a Healthy, Happy, Here implementation plan and part of that work included fitness classes and physical activity programmes.

Initially the Trust explored commissioning Yoga and Pilates programmes and soon realised that the 'kit' required to run these programmes would make them difficult to run in their existing physiotherapy gyms, so the Trust commissioned an eight week Zumba pilot fitness programme in 2015. 50 members of staff attended the programme. The pilot was free for participants and subsidised from the Trusts HWB budget.

The Zumba programme has been rolled out from January 2016 at North Manchester General Hospital (Wednesday), The Royal Oldham Hospital (Thursday) and Fairfield General Hospital (Monday). Participants are charged a fee which covers the cost of the instructor. The programme is run on a 10 week block, 4 times per year across three out of four hospital sites for up to 25 people per programme. The Trust is still in negotiations with the Manager of the physiotherapy gym at Rochdale Infirmary to explore the potential to offer the programme on the Rochdale hospital site. The instructor has their own insurance and staff who attend fill out a form to acknowledge that if they have any health conditions they will seek advice from their doctor before participating in the Zumba programme.

The programmes are promoted on the Trust health & wellbeing intranet pages and via the staff bulletin.

All pilot participants were asked to complete a pre programme and post programme evaluation. The results of this evaluation are provided in the key outcomes section below.

Next steps – to ensure accessibility for all staff, the Trust will explore the potential to roll out at the Rochdale hospital site. The Trust are also currently exploring options to open out the Zumba programme to the Bury Employment and Skills Group (which is part of the 'I Will If You Will' programme).

Top tips

- you need an initial HWB budget to be able to pay for the initial taster sessions
- you also need access to a room (such as a gym) to run the programme
- you need good communication to ensure that staff know the programme is being offered – the communication used at PAT was through the HWB intranet pages, staff magazine Pennine News, Operations Manager of the Occupational Health Service was the main point of contact for staff to get further information, the HWB champions shared the opportunity in their divisions
- ensuring accessibility by providing classes on all sites so that all staff can access (if there is demand)

Key outcomes

- 68% of participants carried out less than the recommended 150 minutes of physical activity per week prior to the pilot, this reduced to 39% at the end of the pilot, with a further 32% achieving the recommended guidelines and 29% exercised in excess of the guidelines
- 100% stated that the programme met their expectations
- 93% stated they would continue to attend sessions if made available in the future
- 100% of participants stated they would be happy to pay a nominal fee (e.g. £10 - £15 for block of 10 sessions)

Some of the comments made by participants included:

- Enjoyable, helped fitness levels and encouraged me to do more exercise. Handy straight from work
- Beneficial for my health and the instructor does not push us beyond our limits

Title:	Health and Wellbeing Champions
Organisation:	Pennine Acute Hospitals NHS Trust
Sector:	Health
Geographical location:	North West England
HWB focus:	Health and Wellbeing Support
Rationale for inclusion:	Supporting HWB on a large scale
Website reference:	http://www.pat.nhs.uk/downloads/pennine-news/2016/Pennine%20News%20143%20February%202016.pdf [page 14, February 2016, accessed 22/11/16]

Summary

Prior to the chief executive's challenge in 2015 and Healthy, Happy, Here implementation plan, PAT worked closely with a Health Improvement Trainer from Pennine Care NHS Foundation Trust. Part of this work involved asking for volunteers from around the Trust to become Health and Wellbeing Champions (HWB Champions), so they could signpost staff across the Trust to HWB initiatives, activities and support.

Two trainers from the Trust's Learning and Organisational Development department went on the train the trainer programme to become accredited to deliver a level II qualification in Understanding Health Improvement (Royal Society for Public Health). Three cohorts of staff per year, totaling about 50, have now become certificated in the programme and have subsequently become HWB Champions. The Trust have developed a staff leaflet to explain the role and each Champion does as much or as little as they feel able to support others around their HWB. The Operations Manager of the Occupational Health Service acts as the coordinator and provides quarterly meetings for the Champions to share their learning, ideas and support one another. She also sends out communications about HWB to the Champions to distribute within their own departments.

The Champions are promoted in the Trust health & wellbeing intranet pages and via the staff bulletin. The Champions were also recognised at the staff awards in 2015 for the work they have done.

Next steps – to ensure accessibility to all staff, the Trust has trained up another 16 Champions in November 2016.

Top tips

- you need an initial HWB budget to be able to pay for the level II train the trainer programme and then you need in-house trainers to roll out the programme
- HWB Champions need support from managers to attend the programme and act within their HWB roles
- you need good communication to ensure that staff know the programme is being offered – the communication used at PAT was through the HWB intranet pages, staff magazine Pennine News, Operations Manager of the Occupational Health Service was the main point of contact for staff to get further information, the HWB champions shared the opportunity in their divisions
- providing support meetings to share ideas and learning for HWB Champions
- celebrate success – 5 HWB Champions went to the staff awards on behalf of their peers in recognition for the work the HWB Champions do across the Trust

Key outcomes

An evaluation of the 1st cohort of Champions work was undertaken in July 2014. 6 evaluation forms were returned:

- 83% reported that the course improved their health and wellbeing knowledge
- 83% reported that the course gave them skills to improve their own health and wellbeing
- 83% reported that the course gave them the skills to improve the health and wellbeing of friends/family
- 83% reported that the course gave them the skills to improve the health and wellbeing of colleagues
- 4 Champions stated they had given **Brief Advice** to **staff** in the Trust on over 10 occasions.

Title:	Inclusive approach to engaging staff to identify health and wellbeing needs and monitor outcomes
Organisation:	NHS North, Central and South Clinical Commissioning Groups
Sector:	Health
Geographical location:	North West England
HWB focus:	Needs assessment
Rationale for inclusion:	Engaging staff in deeper conversations about health and wellbeing needs
Website reference:	Not applicable

Summary

The CCG recognises their key responsibilities as part of the NHS constitution to support staff to maintain and enhance their health and wellbeing (section 3a “The NHS commits to provide support and opportunities for staff to maintain their health, well-being and safety.”). The CCG’s will become one CCG by 1st April 2017. They are keen to develop a culture of positive mental and physical wellbeing for their staff in the new organisation. The CCG firmly believes that if staff feel valued it will enhance their ability to commission the best services for their communities and this will then have a positive impact on the outcomes of the people they commission services for.

Their approach to identifying health and wellbeing needs for staff is part of their staff engagement process. This process has in the past and will continue to include asking staff questions in the annual staff survey about their health and wellbeing needs (Q13 “how do you think the organisation can support your health (including your mental health and wellbeing) needs?). As part of the preparations for the new organisation, they are also engaging staff in deeper conversations around their health and wellbeing needs in terms of what does good health and wellbeing look like what gets in the way of good health and wellbeing, what does the new organisation need to pay attention too. This will be done via a series of “thorny issues” engagement groups currently being rolled out across the CCG’s (facilitated externally via the same company that supports the CCG with their engagement). In effect, the CCG is role modelling how its changing its approach to commissioning, toward a more outcome focus of commissioning, understanding what communities really need and wrapping services around them. They are mirroring this approach in terms of their approach to health and wellbeing for staff, looking at outcome data and asking staff what they need to maintain their health and wellbeing at work.

The CCG’s will continue to monitor health and wellbeing outcomes monthly in terms of staff sickness absence and reasons for sickness absence. They are currently in the process of developing a more sophisticated way of measuring staff health and wellbeing across the new organisation via a resilience measure. This uses absence rates and turnover rates to map levels of resilience across different workforce pay bands.

Next steps – the CCG will continue to run their annual staff survey and roll out the thorny issues engagement events (which is being funded as part of the engagement process for the new organisation). This information will get prioritised into a HWB action plan to inform staff development priorities in the new organisation.

Top tips

- In times of change staff focused on staff health and wellbeing
- Building health and wellbeing into overall engagement process helps maintain focus
- Developing ways to identify and report on what’s needed in terms of health and wellbeing and the outcomes is crucial to developing the right interventions and monitoring impact

Key outcomes

In progress

Title:	Developing resilience and monitoring outcomes
Organisation:	NHS North, Central and South Clinical Commissioning Groups
Sector:	Health
Geographical location:	North West England
HWB focus:	Mental wellbeing
Rationale for inclusion:	Evaluated course
Website reference:	Not applicable

Summary

The CCG's are currently moving toward a single commissioning function, which will mean that by 1st April 2017 the three NHS Manchester CCG's will have merged and there will be a partnership arrangement between the CCG and Manchester City Council's commissioning functions. The staff at the CCG and the council were aware that this would happen several months before the partnership agreement was established. The HR and OD teams wanted to support staff from all four organisations through the period of change. The CCG's staff survey and outcome data also highlighted the need to support staff with building and developing their resilience. The CCG's commissioned two open programmes called building resilience through emotional intelligence and one bespoke programme was commissioned specifically for the quality and performance team. The training was delivered by Dale Carnegie.

The programme consisted of three half day modules face to face, over 5-6 weeks. The programme was open to up to 16 participants per programme. The CCG had a ring-fenced OD budget to pay for the programmes. The first programme was difficult to recruit too as people didn't really know what to expect from the course. Having a well-respected provider helped. Using cohort one as advocates for the programme moving forward has meant the CCG's now have a waiting list of people wanting to attend. The CCG's have developed a new measure of resilience which uses data on retention and turnover to map resilience across different pay bands (1-4, 5-7 and 8A and above). This measure will enable the CCG's to track organisational resilience over time and will be reported on monthly in the Workforce Performance Report and will eventually be reported by work stream.

Next steps – the CCG's have commissioned a fourth open programme from Dale Carnegie and they will commission a further two open programmes for all CCG and Council staff from the commissioning teams to run over 2017. The CCG are also considering running a follow up session with the three cohorts of participants who have completed the course to explore what they have done differently since attending (this aspect was also built into the programme, participants were encouraged to reflect on how they had put their learning into practice after each half day).

Top tips

- You need a budget to provide the resilience training
- Developing metrics to support the evaluation of training programmes shows impact
- The organisation needs to recognise the value of running programmes such as emotional intelligence and resilience as a means of support people to reflect on and change their behaviour
- Running the programme as resilience through emotional intelligence was impactful in terms of bringing about behaviour change (running resilience programmes in isolation may not have as much impact)
- Getting buy in from participants to attend the first programme can be tricky, so having an accredited programme or a programme run by a well recognised provider can help (the CCG did try to run internal resilience programmes, but take up was low)
- Use participants from the first programme to be advocates to encourage others to attend the programme
- Making the programme bespoke for teams is important (e.g. quality and performance team wanted an additional half day on difficult conversations)

Key outcomes - The HR OD team have noted a noticeable change in the interactions between people who have attended the programme.

Title:	Fair recruitment for people with a disability
Organisation:	NHS North, Central and South Clinical Commissioning Groups
Sector:	Health
Geographical location:	North West England
HWB focus:	Disability recruitment processes
Rationale for inclusion:	Ground breaking work on ensuring recruitment processes are fair
Website reference:	Not applicable

Summary

The CCG's have prioritised ensuring that they have fair recruitment processes. They reviewed how many people the CCG employed with a disability during 2014-2015 and they discovered that out of the 86 jobs that were advertised during that time period, they did not recruit anyone with a disability. They wanted to find out why this was the case and so they commissioned Breakthrough to help them.

Breakthrough are going to conduct a deep dive using a random sample of about 20% of the jobs advertised to look at whether or not the recruitment process was followed and whether there was any bias or discrimination in the process. The types of things that they will look at are, who applied, make up of the panel, what types of interview questions were asked, interview notes, short list. Breakthrough will also interview people who reported a disability on applying to find out their experience of the recruitment process. The CCG's are funding this piece of work internally.

Next steps – once Breakthrough have completed their desk review and interviews they will make recommendations and the new CCG will ensure that its recruitment policies and processes are fair and in line with best practice. The CCG's will also relaunch its recruitment training for managers. The timeframe for completing this project is end of March 2017, when the new CCG is formed.

Top tips

- analysing the number of people recruited with a disability highlighted that the CCG's current policy/process may not be giving applicants with a disability fair chances of being recruited and so the review was commissioned
- funding is required to review the recruitment process
- because of the new CCG, it was very timely to review process and practice to ensure that the new policies and practices in the new CCG are fair

Key outcomes

The CCG will use the findings and recommendations to inform their recruitment process.

Title:	Schwartz Rounds
Organisation:	CMFT
Sector:	Health
Geographical location:	North West England
HWB focus:	Psychological and emotional impact of healthcare work on staff.
Rationale for inclusion:	Focus on emotional wellbeing of staff, evaluated outcomes
Website reference:	https://www.pointofcarefoundation.org.uk/our-work/schwartz-rounds/about-schwartz-rounds/

Summary - Working in an acute care setting is stressful due to the very high activity levels, the increased burden of illness in patients admitted to hospital, the pressure to decrease length of stay, and high staff turnover. In addition, the nature of caring itself in situations of sadness and tragedy has a cost to caregivers that may be difficult to quantify and express in a working environment where professional behaviour is rightly seen as paramount, and where emotional responses are discouraged in the interests of patient care. A response of this can be staff reporting increased stress, taking time off sick, becoming depressed or withdrawing to protect themselves emotionally.

Schwartz Rounds are designed to allow staff to meet once a month to discuss and reflect on the emotional impact of their work in a supportive and confidential setting. They are experienced as both supportive and transformative and staff attending Rounds report (Lown & Manning, 2010) (Goodrich, 2012): decreased feelings of stress and isolation; improved team work and interdisciplinary communication; increased insight into social and emotional aspects of patient care and confidence to deal with non-clinical issues relating to patients.

Initial approval to develop Schwartz Rounds within CMFT was gained in September 2015. Shortly after, an agreement was drawn up with Macmillan, who paid for the licence with Point of Care Foundation for two years and initial training for the Clinical Lead and facilitators. An Executive Steering group was proposed consisting of the Chief Nurse, Director of HR, Medical Director and Chief Operating Officer, to oversee the Working group, and provide senior endorsement and communication between the Working group, the remainder of the Executive team and the Trust Board.

Rounds have been held every 6 weeks, lasting an hour with food (lunch or breakfast) provided half an hour beforehand. A typical Round would have 3 or 4 staff on a panel presenting a case or speaking to a theme that raises emotional issues. The Rounds are facilitated by a psychologist and the Clinical Lead for Schwartz Rounds within the Trust. Staff in the audience then talk and share their own experiences of similar cases and experiences.

A Working Steering Group meets regularly after each Schwartz Round and key responsibilities include:

- To raise the profile of Rounds
- To share ownership of the Rounds
- To attend monthly steering group meetings
- To help find cases and panellists
- To support the facilitators and clinical lead in their roles
- Debriefing the Round with the clinical lead and facilitator
- To offer contributions in the Rounds to help encourage the discussion, and be available if challenging issues arise
- To ensure that Schwartz Rounds remain relevant over time

Next steps – The positive outcomes suggest that Schwartz rounds in CMFT are meeting a clear, previously unrecognised or serviced, staff need aligned to improving staff engagement and well-being. This programme needs to be considered part of the solution to the significant organisational pressures in workforce, sickness and retention. The next step is to identify funding to continue Rounds after April 2017.

Top tips - Secure senior level commitment, publicise well, include panellists from all parts of the organisation and in diverse roles, both clinical and non-clinical.

Key outcomes Feedback from participants has been very positive to date. There has been a high level of contribution to discussion from participants, attendance rates ranging from 45 – 75 people.

Over 80% agree or completely agree that the Round will help them to work better with their colleagues

Over 80% agree or completely agree that the group discussion was helpful for them

Over 80% agree or completely agree that they have gained insight into how other care for patients

Over 80% completely agree that they would recommend Schwartz Centre Rounds to colleagues

Comments and feedback from the rounds include:

I found it comforting knowing this many people get affected by emotional things at work.

Very emotional and helpful, makes you feel ok to have emotions about patients you see and come across in your line of work.

We all have to remind ourselves that we are "human" and also have emotional needs/support.

Title:	Divisional Health and Wellbeing Day
Organisation:	Division of Surgery; CMFT
Sector:	Health
Geographical location:	North West England
HWB focus:	To support wellbeing of staff within the division of surgery
Rationale for inclusion:	Focus on wellbeing of staff as a key element of staff engagement and in direct response to staff survey data
Website reference:	Not applicable

Summary

Health & Wellbeing for staff within the NHS is increasingly recognized as a vital. As an employer, the NHS is expected not only to drive down sickness and retain staff, but there is strong evidence to suggest a direct link between “engaged staff” and “safer patients” (West 2012).

A key objective for the division of surgery is nurturing the health and wellbeing of our staff, and with the annual staff survey highlighting that staff did not always feel appreciated, a plan was agreed to create a health and wellbeing day. The Divisional management and senior nursing team value the welfare of staff and feel that by providing this day to support our staff, would lead to a more contented workforce, which in turn would improve the care of our patients. The hope was that we would see a reduction in sickness and absence and by developing a happier workforce; we should also see an increase in recruitment and retention rates.

The Division of Surgery hosted the Health and Wellbeing day in January 2017 which encompassed physical wellbeing with massage, health checks and emotional support, with mindfulness sessions. A “bake off” was undertaken and twitter clinic for staff development and finally a surgically focused Schwartz round involving the wider trust. The final session included an award ceremony to thank all our staff for the hard work they had carried out over the previous twelve months, with individual recognition for our shining stars.

Next steps –

- A Divisional Events team is being created to support new projects across the division that will continue to support for our staff on a more regular basis
- A Health & Wellbeing day will be held every 6 months for all staff within the division.
- Therapeutic Thursdays are being discussed, to include “roaming” massage for those who cannot leave the clinical areas

Top tips

- Request the support of local business where possible for prizes to ensure kudos for prizes
- Ensure planning team is enthused and motivated and representative of all staff
- Encourage blue sky vision, but the details finalised

Key outcomes

The wellbeing event within the division was evaluated. It was extremely well and staff have suggested they felt valued and enjoyed each aspect of the day- we are yet to repeat our staff survey.

Title:	Supported Internship Programme
Organisation:	CMFT
Sector:	Health
Geographical location:	North West England
HWB focus:	A vocational learning and work programme for young disabled adults providing experience in a real work environment leading to meaningful employment.
Rationale for inclusion:	An established initiative target people with disabilities with clear outcomes
Website reference:	Not applicable

Summary

The Trust has two Supported Internship Programmes that support young people with learning disabilities to access employment. It is a yearlong programme for 20 people aged 18-24. The programme supports the Interns complete three work placements, gain a City and Guilds Award, build confidence, employability skills and obtain and retain employment.

The programme began in 2010 and is delivered in partnership with Further Education establishments, Trafford and Manchester College and Third Sector specialists, Pure Innovations Ltd. Recruitment open days for the programme take place throughout the year, a recent promotional recruitment film is as follows:

<https://www.youtube.com/watch?v=oSN6NABnJRY>.

The numbers of young people participating has grown year on year, with well over half of each intake securing employment at the end of the programme. The Trust has gone on to develop positive action interventions such as working interviews, accessible induction and bespoke training for staff and managers to continue to support the inclusion of disabled talent within the trust workforce.

The Trust has also tried to lead by example and has actively campaigned internally and externally for the talent and skills of disabled people to be recognised, for recruitment processes to be fairer for disabled people and for CMFT to lead the way in training and employing people traditionally disadvantaged in the NHS workforce.

The Trust in turn has seen a positive impact on the engagement and wellbeing of existing staff who have reported to feel motivated and empowered by being part of the programme and encouraged that CMFT makes a strong offer to improve the health, wellbeing and inclusion of disabled people.

Next steps

- To continue to deliver meaningful vocational opportunities to disabled talent
- To maintain employment outcomes above 65%, and retention above 80% @1year
- To continue to change the culture of recruitment in relation to disabled talent
- To continue to embed inclusive practices such as working interviews and accessible training into policy and practice.
- To raise the expectations of trust staff, patients and visitors at CMFT of people with learning disabilities, ('low expectations' of others is often cited by disabled people as a barrier to accessing opportunities and achieving vocational and life goals)
- To continue to work with partners, contractors, suppliers and neighbouring employers to mainstream and sustain the programme and ultimately ensure a strong and inclusive vocational offer is made to all.

Top tips

- Match placement to forthcoming job opportunities
- Develop partnerships with disability specialists experienced in dealing with employers, recruiting managers and staff
- Focus on meaningful employment outcomes

Key outcomes: Sep 2010 – Feb 2017

- 108 Interns accessed the programme
- 99% completed the programme and achieved the qualification
- 64% obtained paid employment either at the Trust or with an external employer
- 93% retained paid employment @1year

Other Outcomes:

- 324 high quality placements ring-fenced for Supported Interns across all areas at CMFT
- Funding secured year on year and programme developed from 1 to 2 cohorts per year, despite significant organisational change in all partner organisations
- Eight strategic events for external employers and supply chain hosted by the Trust to ensure exit opportunities for all interns
- Number of people declaring a disability at the Trust has risen year on year from 1.1% in 2011 to 2.2% in 2016
- Multiple individual and partnership awards and recognition:
 - a. James Ward, awarded 'Runner Up' of the North West NHS Adult Learner Awards 2012.
<http://traineeships.cmft.nhs.uk/outcomes/year-2-outcomes/>
 - b. The Programme wins the NIACE (National Institute of Continuing Adult Education) Project Award, 2013
 - c. Programme features on BBC Radio Manchester, September 2013
 - d. CMFT is awarded 'Highly Commended' in the Chartered Institute of Personnel Development People Management Awards 2013 in the category of 'Diversity'
<http://www2.cipd.co.uk/pm/peoplemanagement/b/weblog/archive/2013/09/18/winners-revealed-at-the-cipd-people-management-2013-awards.aspx>, <http://www.cmft.nhs.uk/media-centre/latest-news/hospital-work-experience-scheme-highly-commended>
 - e. Matt Holmes, winner of the NIACE Adult Learners Week 'Learning for Work' Individual Award 2014. <http://www.trafford.ac.uk/news/adult-learner-winner>
 - f. Matt Holmes, second Association of Colleges (AOC) National Student of the year award 2014.
<https://www.aoc.co.uk/about-colleges/awards/student-the-year-award/past-winners/2014-winners>, <http://www.trafford.ac.uk/news/triumphant-matt-scoops-second-in-national-awards>
 - g. Martina Monaghan (Supported Internship, 2013/14) won Trafford College Personal Achiever of the year Award, June 2015 <http://www.trafford.gov.uk/about-your-council/our-awards.aspx>
 - h. Tracy Monaghan and her manager present at a regional 'Disability Confident' launch, presenting to over 80 employers, September 2015.
http://www.messengernewspapers.co.uk/news/13799668.Coronation_street_star_joins_MPs_at_Disability_Confident_event_for_Trafford_employers/,
<http://www.pureinnovations.co.uk/disability-confident-supported-interns/>
 - i. Wesley Lohan Supported Intern 2015 / 2016 was a runner up for The Manchester College Supported Learning Student of the Year.
<https://students.themanchestercollege.ac.uk/news/student-excellence-awards-2016-%E2%80%93-finalists-announced>
 - j. Festival of Learning Awards 2016. Manchester Supported Internship site, received a Certificate of Achievement and Trafford Site, 'Highly Commended'.
<http://www.pureinnovations.co.uk/recognition-at-national-awards/>

Title:	Reverse Mentoring Scheme
Organisation:	Central Manchester University Hospitals Trust
Sector:	Health
Geographical location:	North West England
HWB focus:	Targeted support for staff with protected characteristics
Rationale for inclusion:	An initiative that provides support for disabled staff
Website reference:	Not applicable

Summary

Central Manchester University Hospitals is committed to ensuring that equality, diversity and inclusion is part of how we work every day. We want our talented and diverse workforce to work together to deliver the Trust's ambitious vision. As part of our on-going commitment to deliver our equality and diversity objectives the Reverse Mentoring Scheme has been established. Mentoring is when an individual provides support and guidance to someone to help them with their role, career, professional or personal development. Mentoring is extra support that everyone can benefit from. As well as helping the mentee develop and advance through their career, the mentor can build their own skills and gain new understanding from the partnership.

The Reverse Mentoring Scheme has two aims: to provide positive action to support the development and progression of staff in three protected characteristic groups: Black and Minority Ethnic (BME), Disabled and Lesbian, Gay, Bisexual and Transgender (LGBT) and to develop the awareness of senior leaders in the organisation of what it is like to work at CMFT as an individual with a protected characteristic.

The scheme works by:

- Mentees express interest in the scheme and share areas of interest via a Survey Monkey questionnaire
- Mentee is matched to senior leader within the organisation with similar interests to act as Mentor
- Mentee contacts mentor to arrange first meeting; three meetings are advised
- Mentor and mentee agree ground rules and areas for discussion

Next steps –

The scheme has been in place since 2014 and has had two rounds of recruitment, publicising details of the scheme via staff networks and via equality advocates who have spread the word. Over 35 pairings have taken part in the scheme, reporting increased understanding of other people's perspectives and development support as the main benefits of taking part.

The next steps are to widen participation in the scheme more widely and encourage more people to take part.

Top tips

Allow mentees to volunteer to take part, but actively encourage senior leaders to participate; some don't necessarily appreciate the skills and experience they can share. Offer mentoring skills training to those wanting to take part but lacking in confidence to participate

Key Outcomes

For the mentee	For the mentor	For the organisation
Improved performance and productivity	Improved performance	Improved productivity and performance
Enhanced career opportunity and career advancement	Greater job satisfaction, loyalty commitment and self-awareness	Improved implementation of strategies, policies and work streams
Wider perspective on the organisation and the NHS	New knowledge and skills acquired	Improved staff retention, moral and motivation
Improved knowledge and skills development	Leadership development	Improved communication, relationships with colleagues & patients

Leadership development	Reduced conflict and improved relationships with colleagues and patients	Improved knowledge exchange and learning
Greater confidence, well being, commitment and motivation	Understanding of what it is like to work at CMFT with a protected characteristic.	

Title:	LEAD Programme
Organisation:	UHSM
Sector:	Health
Geographical location:	North West England
HWB focus:	Mental Wellbeing
Rationale for inclusion:	Evaluated programme
Website reference:	Not applicable

Summary: The LEAD Team partnered with subject matter experts (SMEs) from across the Trust deliver leadership and management training for staff at all levels in the organisation. The sessions delivered via the LEAD programme each link to the Kouzes & Posner Five Practices of Exemplary Leadership and are designed to support and empower staff at all levels to work in a collective leadership approach. The sessions include a number of Health & Wellbeing offerings such as: Understanding and Developing Emotional Resilience, Prevention and Management of Stress in the Workplace, CBT Thinking Resiliently, to name but a few. Many of the Leadership & Management offerings directly support the Employee Health & Wellbeing (EHWB) agenda by educating managers to effectively support staff using skills such as coaching, effective appraisal conversations, managing sickness and absence, and Understanding and Leading through Change. This increased knowledge should enable staff to understand what the supportive offerings are for them at UHSM and in turn, managers should feel enabled to have conversations that support the health & wellbeing of their staff members, ensuring that they are happy, healthy and in work.

Next steps – The new LEAD Team are undertaking a review of the full prospectus and all course content (including the Employee Health and Wellbeing sessions) to ensure that we are delivering the right courses for our staff. A Trust wide Training Needs Analysis has also been run in conjunction with this review to identify any gaps or special requirements in particular areas.

A Managers Induction is being drafted that will ensure all new managers already in post or inducted to the Trust will have an understanding of their responsibilities around staff health and wellbeing and also what the EHWB offer is at UHSM.

Top tips

- Ensure alignment of course content with the true needs of staff across the Trust
- Make education sessions practical and useable in real life rather than purely academic theory

Key outcomes

1. Increased understanding of roles and responsibilities of Managers to support staff members health and wellbeing
2. Increased understanding for staff and managers of how they can proactively look after their own health and wellbeing and manage stress
3. Improved understanding of tools and techniques that will enable quality conversations with staff members about their health and wellbeing
4. Effective management of sickness and absence using EHWB offerings in line with Trust policies and procedures

Title:	The Appraisal Revolution
Organisation:	UHSM
Sector:	Health
Geographical location:	North West England
HWB focus:	General staff wellbeing
Rationale for inclusion:	Approach to mainstreaming HWV
Website reference:	Not applicable

Summary

The Appraisal revolution was introduced following 12 months of fairly high compliance rates whilst receiving negative feedback from numerous listening events and Pulse survey on the value and quality of appraisal. Additional feedback from The Investors in People review 2015/16 also highlighted the need to provide an approach that is appropriate and meets the needs of all our staff.

Appraisal Revolution - A Big Conversation with Little Paperwork

Following on from feedback from Staff at We're Listening events and via our Pulse Survey the UHSM Appraisal process and paperwork has been reviewed and re-designed making it more user friendly for staff and managers alike. Launched on 1st May 2016 our Appraisal Revolution takes a brand new approach to appraisal. The shortened paperwork has been designed with 'big conversation' as the primary interest and 'little paperwork' as a useful way to structure and enable a collaborative process moving away from the feel of appraisal being just a 'tick-box' exercise to one that is supportive, enabling and aims to leave staff feeling valued by UHSM and their line manager. Improving staff satisfaction levels and ultimately their wellbeing.

Guidance notes, supporting documents; including team and individual objective setting templates and FAQs were made available on the intranet to support staff to use the new approach

The OD team delivered training; enabling staff to learn how to hold a coaching style conversation with Appraisee information sessions improving staff expectations of appraisal. Feedback has been very positive around the new approach including the following from staff:

- Much improved appraisal process – thank you!
- Good presentation – like the new format which should be much more use
- Love the new look – the wheel could really facilitate discussions much better – looking forward to using it

Next steps – we will be looking to review the success of the new process from May 2016, using Pulse data which has shown a 10% increase in the value of appraisal to staff, the impact of training and feedback from appraises. The approach is also to be scoped to understand if it can be applied to offer a more valuable appraisal experience for our medical staff.

Top tips

- Understand what it is the organisation wants to achieve from appraisal, both the Senior leadership and staff, build a system that delivers against this. Appraisal is a key enabler when it comes to transformation and staff engagement, leadership is key

Key outcomes

Improved quality reporting of appraisal, improved levels of staff feeling valued, improved levels of employee engagement, improved wellbeing of staff and staff perception that they are cared for.

Title:	Financial fitness
Organisation:	Greater Manchester West Mental Health NHS Foundation Trust
Sector:	Health
Geographical location:	North West England
HWB focus:	Good health for all – financial support
Rationale for inclusion:	Holistic approach to helping staff to maintain wellbeing
Website reference:	http://www.wisewithmoney.org.uk/vision.html
<p>Summary</p> <p>Hoot Credit Union is a financial co-operative which is owned and controlled by its members. It offers accessible saving and affordable loans to members, information and services to help members manage their money better. In addition, Hoot works in partnership with Furniture4U offering white goods for sale to members at affordable prices reducing the need to go to lenders who rent goods on a weekly basis at high interest rates.</p> <p>Demand for affordable loans was highlighted by trade unions as staff were approaching high interest lenders contributing to financial difficulties. This was confirmed in analysis of stress related conditions where financial difficulties were cited as a common factor attributing to stress experienced by staff.</p> <p>The Health and Wellbeing lead and UNISON representative approached Hoot Credit Union to explore the option of providing savings and loans to GMW staff. Initial meetings were very positive and formed a partnership approach. Training was provided by Hoot to staff to enable them to become workplace champions to promote and process applications. Hoot also attend staff roadshows to promote the credit union and raise awareness to staff.</p> <p>Hoot credit union extended its membership to cover all staff and their families working for GMW across the Trusts wide geographical area, this involved approaching their board of directors to change their constitution as at the time the credit union covered people living and working in the Bolton area.</p> <p>Next steps</p> <p>The Trust is continuing to train up workplace representatives across different areas and will continue to monitor uptake and promote</p> <p>Top tips</p> <ul style="list-style-type: none"> • Use workplace champions to help promote the scheme and enable staff to sign up easily • Approach the credit union, we have found them to be very positive and actively engaged in working with employers <p>Key outcomes</p> <p>The Trust are monitoring uptake of the scheme, requests for loans and feedback from staff.</p> <p>Financial security has a positive impact on mental health, in addition the scheme encourages staff to establish a routine of saving regular amounts, this is deducted directly from salaries so saved before spent</p>	

Title:	Wild Family Event Programmes
Organisation:	Greater Manchester West Mental Health NHS Foundation Trust
Sector:	Health
Geographical location:	North West England
HWB focus:	Good health for all – Work Life Balance
Rationale for inclusion:	Holistic approach to helping staff to maintain wellbeing
Website reference:	http://www.lancswt.org.uk/

Summary

The Trust met with Lancashire Wildlife Trust (LWT) to discuss how they could work together to support staff health and wellbeing and as an outcome of the meeting we decided to start small with some friends and family events to assess the level of interest.

LWT piloted two WILD family events with Greater Manchester West Mental Health Foundation Trust (GMW) in 2016. The first was a Gruffalo themed day ran on the first bank holiday in May (80 staff attended) and the second was a Jungle Book themed day ran on the August bank holiday (62 staff attended) (Bolton and Prestwich). The event had a nominal fee of £2 per family for GMW staff and received very positive feedback.

The event was planned to enable everyone to get involved. The theme also linked to the 5 ways to wellbeing and the Trust wanted to encourage and support staff who weren't interested in taking part in physical activities such as running etc. LWT also work with our Recovery Academy which is open to staff as well as the public and service users to provide practical experience of the effects the outdoor environment can have on our health.

Next steps

Building on the success of the scheme the Trust have negotiated a programme for 2017 which is a minimal cost to cover GMW staff time and resources. The content of the family events going forward will be based on consultation with GMW staff and could continue along the lines of bringing stories to life on parks and nature reserves (to reflect the geographical spread of GMW). The proposal includes options:

- 30 days wild – GMW staff encouraged to participate in 30 days wild challenge which involves undertaking something WILD every day for one month in June 2017 either individually or as a team (research from University of Derby found that people who do something wild every day for a month change their attitude to nature and report improvements in physical and mental wellbeing). Staff would be able to download a WILDNess app to share images
- Engage with nature – several delivery locations of GMW are close to nature reserves and parks. LWT could support GMW to encourage staff to improve their physical and mental wellbeing through more regular engagement with these spaces. LWT would encourage GMW staff to download the Wildlife Trust app, develop leaflets highlighting which spaces are local, develop Engage with Nature month resources. GMW could encourage staff to record the number of visits and share images via social media.
- My WILD Garden – LWT would provide GMW with a monthly e-newsletter about wildlife gardening which would include activities that staff can undertake to improve their garden wildlife. There would be information about how gardening is beneficial for HWB. GMW would work with LWT to create a demonstration WILD garden at GMW site(s) to highlight some of the activities that staff can undertake

Top tips

- Assess the level of interest amongst staff and trial a family day before committing to a full programme.

Key outcomes

Staff said that they felt valued as a result of the Trust organising the event.

The Trust will continue to monitor

- Take up – numbers of people attending
- Feedback from events
- Level of interest in LWT

Title:	Implementing a HWB strategy across a geographically dispersed foot print
Organisation:	Greater Manchester West Mental Health NHS Foundation Trust
Sector:	Health
Geographical location:	North West England
HWB focus:	Assessing need and implementation
Rationale for inclusion:	Implementing a strategic approach for all
Website reference:	Not applicable

Summary

Greater Manchester West Mental Health NHS Foundation Trust provides inpatient and community based mental health care and treatment for adults and older people living in the North West. The Trust provides inpatient services at the Royal Bolton, Trafford General and Salford Royal. The Trust employs over 3000 members of staff across 60 locations.

The Trust has a Health and Wellbeing Strategy which was developed in May 2015 and an accompanying action plan. The Trust has a Strategic Lead for Staff health and Wellbeing and Implementation of the strategy and monitoring of the action plan is undertaken by the Health and Wellbeing Steering Group which is attended by senior leads from each area and professional group.

A key focus was to ensure HWB initiatives were meaningful, relevant and accessible to each staff group and that they were sustainable. The key elements of this are outlined below:

Benchmarking; Following the development of the HWB strategy the Trust undertook a benchmark of the Trust to evaluate the Trusts current position in respect of Health and Wellbeing activities (September 2015). They interviewed Directorate Leads, and gathered feedback from staff via a survey. This formed a 'Health and Wellbeing Benchmark Report' which outlined what each service were doing in relation to health and wellbeing. It also included a traffic light benchmark against best practice in relation to implementation of the HWB strategy.

Locally determined; Each area of the Trust has responsibility for implementing the HWB action plan locally, this is then reported into the steering group to inform the Trust overall plan. This enables each area to develop a bespoke HWB offer to staff which is responsive to HWB needs and working patterns and develops partnerships with local providers. To support local initiatives staff can access a small bids fund to help purchase equipment and training for wellbeing activities.

HWB Champions; The Trust has a network of 120 health and wellbeing champions who help to communicate HWB activities, feedback staff request and help to organise and support events. These are a vital part of the team and without them we wouldn't be able to promote and run events.

Partnership Working; The Trust worked in partnership with our Staff Side leads who were actively involved in planning and implementing the strategy and in supporting and promoting HWB to staff.

Links to local Organisations; The Trust worked in partnership with local organisations to support the HWB strategy – key to this was a partnership with 'I will If You Will' (IWIYW). This is a campaign to get the workforce, particularly female staff living and working in Bury, more active, through promoting the benefits of physical activity, and offering accessible and subsidised activities to encourage staff to make individual life style changes to improve their own health and wellbeing.

Identifying HWB needs: In April 2016, the Trust in partnership with 'I Will If You Will' understood another survey of staff living or working in Bury to understand staff HWB needs, identify HWB champions and existing physical

activity levels (HWB staff survey had 400 responses – they enhanced the response rate by offering a prize draw to win a fit bit and had an online and paper based survey). As a result of this a health and wellbeing offer was provided to staff based on their responses, including yoga sessions, training up run leaders to enable on site running groups for staff, mapped routes for lunch time walks and bikes that can be loaned to staff as well as links to lifestyle services. To reduce sedentary behaviour in the workplace we are trialling stand up desks which were match funded by IWYIW which are currently on trial across different sites.

Workplace challenge: In addition, the Trust are working with Workplace Challenge to support and promote wellbeing activities across locations and representatives from Active Cumbria have attended team meetings to promote the service and support teams to develop their wellbeing offer to staff.

Britain's Healthiest Workforce: The Trust has also taken part in Britain's Healthiest Workforce Competition (2016) where the top three risk factors that posed the greatest risk for GMW employees were identified as: nutrition, physical activity and smoking.

Communication: The Trust has a clearly define HWB logo which is used on all communications.

Next steps

- Continue to offer HWB support to GMW staff.

Top tips

- Use of wellbeing champion to promote and support staff wellbeing are vital as is local ownership for staff wellbeing offers.

Key outcomes

The Trust participates in the annual NHS Staff Survey which asks one direct question about the organisation's and manager's interest in and action on health and wellbeing. The findings for 2016 show the average score for Mental Health Trusts at 3.71. For GMW the score was 3.83 (scores for disabled and not disabled respondents are 3.70 and 3.88 respectively).

Three times a year the Trust conducts the Staff Friends and Family Test (its not run between October – December as that's when the National NHS Staff Survey takes place). For June 2016, the Trust received its best ever results with 81% of staff saying they would recommend the Trust as a place to receive care and 73% saying they would recommend the Trust as a place to work.

Title:	Run Groups
Organisation:	Manchester City Council
Sector:	Local Authority
Geographical location:	North West England
HWB focus:	General staff wellbeing
Rationale for inclusion:	Approach to mainstreaming HWV
Website reference:	Not applicable

Summary

In 2014 Manchester City Council (MCC) were keen to promote general health and wellbeing through increasing physical activity. The initiative started with a simple email to all staff asking if they would be interested in training to become Council Run Leaders. Approximately 12 staff from various office locations across the Council attended a course that equipped them with the skills, tools and approaches to:

- Set up a run group
- Identify type of exercises you can try out
- Manage different abilities in a group.

The 12 who participated then set up approximately six run groups across the Council. The initial take up was really positive with the most popular two groups being those aimed at following a couch to 5k plan, which combined a mixture of running and walking. These groups have attracted a large amount of females attending and other groups are more mixed. As a 'Thank You' from the Council to the Run Leaders for sustaining the groups, the Council obtained entry to the Great Manchester 10k for the Run Group Leaders. In 2016 this offer was extended to the members of the Run Groups. This was seen as a fantastic opportunity and was really appreciated by the Run Group Leaders and participants. For some it was their first time running in such an event and was a real challenge to aim for and for others it was a chance to set a new personal best.

Over the three years that the Run Groups have existed, there are approximately 3 that have continued. 9 have discontinued, mainly due to the availability of the Run Leaders due to work schedules, retirement or injury.

The groups largely stays in touch and HR have been contacted recently about whether it would be possible to send another staff member on training so they can set up their own group.

Next steps – MCC will be contacting the Sport and Leisure team about whether they can send any more staff on training to become a Run Leader. If funding is available to support the initiative, the intention is to contact all staff to bring new Run Leaders on board with the aim of achieving a good geographical spread across the City. One of the challenges will be that MCC will work to overcome is sustainability. MCC are looking to ensure that at least two people act as Run Group Leaders in each group.

The Councils HR Health and Wellbeing Group have been considering whether it's possible to set up lunch time walking groups.

The current members of the Run Groups have again been given entry to the Great Manchester 10K. There may also be places that MCC can offer out to other staff who may be interested. If this is a success next year MCC will be looking at doing a larger campaign around the Great Manchester 10K to coordinate staff and celebrate the successes of individuals.

Key outcomes

The Run Groups have been successful in getting people new to running interested and committed. The social aspect of the groups means that people keep coming even on the rainiest of Manchester days!

Title:	Awards for Excellence
Organisation:	Manchester City Council
Sector:	Local Authority
Geographical location:	North West England
HWB focus:	Health and Wellbeing Award (Category of Awards for Excellence)
Rationale for inclusion:	Approach to mainstreaming health and wellbeing – Rewards and Recognition
Website reference:	Not applicable

Summary

Health and wellbeing for employees, residents and services users is a key priority for Manchester City Council. A key objective for the Council is to mainstream health and wellbeing and encourage employees to take an active role to improve their own health and wellbeing and encourage/support positive health and wellbeing behaviours in others.

Health and Wellbeing was introduced as a category of the ‘Awards for Excellence’ in 2014. The key objective was to raise the profile of the importance that the Council places on health and wellbeing and recognise the efforts of teams and individuals in promoting a culture/activities that fulfils this ambition. In 2014 and 2015 awards winners were identified as having gone above and beyond in their efforts to have a positive impact on health and wellbeing for themselves, their colleagues, service users and local residents. The winners in the category focused on improving physical and mental health & wellbeing.

- **Peer Led Run Groups** (Inspiring others to participate) – initiating running, circuit training and other physical activity at lunch time and after work for groups with mixed ability. Those who nominated the winner described being inspired, appreciating the inclusive approach and reported improved sense of health and wellbeing.
- **Restoring Our Environment** (Collaboration between staff and customers) – staff and customers worked together to transform the gardens/grounds of a centre to its former beauty. This was achieved through working together to secure funding in order to plant and cultivate the gardens, improve access for all including disabled people to enable learning of new skills, improve physical fitness and general wellbeing. The team and customers received many awards including being nominated for “Manchester in Bloom”.

Approach

The Council has an annual ‘Awards for Excellence’ event to recognize and reward staff. This is part of their overall Recognition and Reward strategy.

The Awards for Excellence launches in the summer when all employees are invited to nominate individuals or teams for 12 different awards (all awards are sponsored by different sponsors). There is a four-week timeframe for the nomination process to complete. The Health and Wellbeing category was one of the 12 award categories in 2014 and 2015 and in both years this category was sponsored by Manchester City Football Club.

This award recognises an individual or team’s commitment to improving the health and wellbeing of themselves or others. This employee or team clearly demonstrates their aspiration that everyone should take personal responsibility for their health and appreciate the real benefits of making small changes to improve their health. They champion healthy lifestyle choices and their example or influence has encouraged others to take steps towards better health.

There is a two stage ‘judging’ process for all the categories:

- Each of the three Directorates reviews all the nominations from their Directorate against a set of criteria and put forward one nomination as a finalist for each category from the Directorate. This means that

there are 3 finalists in total for each of the categories to go forward to the second and final phase of judging.

- The 3 finalists for each category are then judged by a panel consisting of an Executive Member, the sponsor for the award and a senior officer involved directly in the awards process. This panel decide on the winner and the winner is announced at a Gala event which takes place in October (a bit like the Oscars!).

The 3 finalists of each category, are invited to the Gala event along with a guest (has to be a Council employee) and their nominator. The event is a fully sponsored event. The winner of the category receives an engraved crystal award and £100 in vouchers in recognition of their efforts. All the finalists also receive a token award.

Following the Awards ceremony, the winners are announced via broadcast around the Council and via the Council's Intranet pages. A winners booklet (with photos) is produced for sharing internally. This is shared with the sponsors who use it for their own internal communications.

The strategy exists to celebrate the work and efforts of staff that otherwise may go unnoticed.

Key outcomes

- Raised the profile and potential to integrate health and wellbeing activities as part of team and organisational culture, with two winners being selected from 37 individuals or teams being nominated for the category during 2014 and 2015.
- The winners have been able to sustain the positive outcomes from their initiatives. You can certainly say that the individual winner in 2014 (Dave) has continued with his regular fitness and circuit classes which are still well attended and popular. The winners in 2015 have sustained the activity involving service users who have critical and substantial needs. Furthermore, the results of our annual survey told us that the Day Centre Service got the highest score for the wellbeing factor.
- The Council are exploring the development of staff initiated groups and are in the process of developing a 'toolkit' to support activities initiated by individuals or teams

Title:	The Community Team
Organisation:	IKEA
Sector:	Private, retail
Geographical location:	Midlothian, Scotland
HWB focus:	Disability
Rationale for inclusion:	Working with the local community and increasing employment opportunities for disabled people
Website reference:	http://www.susescotland.co.uk/case-studies/ikea-employer/

Summary

The manager of the store had a son with Downs Syndrome and could not find an organisation who would support him to complete some work experience and therefore took him to work at Ikea. The manager asked a staff member (Liz) to support his son. From there grew The Community Team. Liz was daunted by the prospect initially but learned from the internet and local supported employment agencies: Into Work and Real Jobs. Soon after working with the manager's son, Liz agreed to support another four people with disabilities each year from the local community. Liz also had to work with the other employees, some of whom were wary about the new team members and did not know how to speak to them. Liz helped to break down barriers by leading by example and giving practical advice. The Community Team is now supporting 42 people with disabilities each year, about half of whom are in paid employment and the rest on work experience programmes. The process for inducting new people now follows a four-step process:

Step 1: Initial training and potential assessment

Step 2: Supported preparation for an interview in an area of the store the person wishes to work in

Step 3: The employee works with a buddy in the team, with help from Liz and external support worker if needed.

Step 4: Liz stands back and inducts another disabled person. Only she and the line manager know about all the issues experienced by the disabled person and Liz will only work with employment agencies who offer sufficient support to her and the employee.

Important success factors include: company culture and ethos, having a starting point of 'heart' rather than thinking about company kudos and providing time to make the team work.

Key outcomes

There are no specific metrics available but the following outcomes are apparent:

Families, employees and employment agencies attest that the people employed are more confident, feel 'normal', take responsibility and gain greater independence. The team has very high attendance and low sickness absence rates. During heavy snowfalls, the team have always got to work by walking when no transport was available – this motivates other staff too.

Abuse from customers has occurred but is not tolerated and customers have been asked to leave the store on occasion. However, this is raising awareness of disability issues locally and reducing disability discrimination. Ikea's founder has been to talk to the team and Ikea are currently exploring the possibility of rolling this initiative out globally.

Title:	Healthy Herts
Organisation:	Hertfordshire County Council
Sector:	Public Sector, local government
Geographical location:	Hertfordshire, England
HWB focus:	General
Rationale for inclusion:	From little acorns.... simple updates to a HWB intranet site has produced significant outcomes
Website reference:	http://www.bitc.org.uk/our-resources/case-studies/hertfordshire-county-council-healthy-herts-intranet-initiative-boosts

Summary

When Public Health moved into the Council it was considered an opportune time to practice what is preached to local residents and support employees in improving their own health and wellbeing. Despite austerity measures and organisational changes the Council considered how HWB initiatives could be introduced at little cost. After reviewing existing interventions, it was decided that updating and revamping the HWB intranet site and introducing a new brand and logo, would be beneficial. Employees have been involved in writing on the site which focuses on: healthy mind, healthy body and a healthy work life. An events calendar was also added which advertised events and interventions delivered in partnership with the Public Health team, including cholesterol checks, health talks and an online training course for stress management. The Chief Executive, John Wood stated: "In April this year, our organisation took on responsibility for public health, including promoting healthy lifestyle choices to our residents. We know we have an ageing workforce and healthy staff it is good for us all at a personal level, and makes great business sense, I would like our organisation to set a good example so I'm glad to be supporting our new 'Healthy Herts' initiative."

Key outcomes

Staff engagement measured via the staff survey rose to 60% from 49% the previous year.
 Sickness absence dropped from 9.5 days per employee, per year in 2009/10 to 7.5 days in 2012/13.
 Use of the EAP (clinical, non-clinical and online) has increased from 7.16% to 9.31% following positive communication about the service.

Title:	Team Resilience
Organisation:	GlaxoSmithKline (GSK)
Sector:	Private Sector, pharmaceutical
Geographical location:	Global
HWB focus:	Resilience
Rationale for inclusion:	A great example of how taking a team based approach to HWB can impact positively
Website reference:	www.workplacentalhealth.org/Pages/

Summary

GSK recognized the role that the work environment plays in relation to staff engagement and therefore introduced TeamResilience, a programme aimed to reduce stress and improve team effectiveness. TeamResilience complements other HWB interventions offered to employees. GSK provide several resilience based programmes for staff including a Personal Resilience Programme and Energy for Performance which help people to learn how to enhance energy through mental focus, emotional connection, spiritual alignment and physical energy. The TeamResilience programme begins with a team based assessment whereby team resilience scores are aggregated and shared with the team leader. A facilitator then works with the team to explore what is working well for them and where their particular pressure hotspots are. An action plan is then developed to help to reduce the sources of pressure. This initiative is carried out globally and teams are encouraged to re-assess annually.

Key outcomes

A 60% reduction in work related mental ill health globally
 A 29% reduction in work days lost

Title:	Depression management programme
Organisation:	Caterpillar
Sector:	Private Sector, manufacturing
Geographical location:	Global
HWB focus:	Mental Health & Disability
Rationale for inclusion:	Focusing on depression has improved employee health and wellbeing
Website reference:	http://www.workplacementalhealth.org/MHWThird2010

Summary

Caterpillar takes a long-term approach to employee health and wellbeing with an emphasis on mental health and substance abuse. All managers related to HWB apply an integrated internal management approach, thus breaking down silo working. In this way, occupational health, EAP, health promotion and disability management managers meet regularly to integrate their efforts.

When working with employees in helping them to manage diabetes, Caterpillar managers noticed that these workers often experienced co-morbid depression, hence, they introduced a depression care management programme. The programme is based on telephone coaching with coaches who have behavioural science backgrounds. To enrol on the programme, employees are either referred by the internal psychiatric disability case manager or identified from their responses to a two item scale patient health questionnaire (PHQ) on the bi-annual staff survey. In the latter case, they are contacted by a counsellor who seeks further information from the worker which includes responding to more items on the PHQ. If their score indicates depression, the worker is encouraged to enter the depression care management programme which is managed by the EAP service. If the depression score is very high, the counsellor discusses different treatment options with the employee. Referrals are also made to the programme by occupational health, health promotion workers and the disability management team.

Key outcomes

Average lost work time for psychiatric short-term disability has decreased over 40% from the baseline in 2004. The total number of long-term disability psychiatric cases has also decreased from the program's start by over 35%.

Title:	Peer Support
Organisation:	Ambulance New South Wales (NSW)
Sector:	Public Sector, Healthcare
Geographical location:	Australia
HWB focus:	Mental Health
Rationale for inclusion:	One example of how a peer support programme can help to change organisational culture and reduce absence
Website reference:	https://www.headsup.org.au/creating-a-mentally-healthy-workplace/get-inspired/case-studies/case-study-ambulance-nsw

Summary

This initiative began after a parliamentary inquiry which identified that staff at Ambulance NSW required more support. Because front line staff frequently become involved in traumatic events, mental health in the work place is an important issue for this organisation. One element of their staff support system is the peer support programme. The program consists of 140 peer support officers and a full-time peer support team coordinator. Peer support officers are paramedics who maintain their regular roles, but also take on a peer support role on a voluntary basis. Staff undergo a two-day training program to become peer support officers and participate in refresher courses and regular contact with an EAP psychologist. The training program covers topics such as mental health awareness, active listening and recognising the signs that someone is at risk of self-harm.

Based on the belief that early intervention prevents mental health issues, the intention of the program is to develop qualified staff members to support their peers – someone they can talk to who understands the difficulties of the job, who they can relate to at their level.

The program also incorporates a staff support activation policy. Through this policy, peer support officers proactively contact workers who have participated in jobs known to have a traumatic impact, such as the death of a child, to check on them and offer support.

Key outcomes

Staff surveys indicate that the programme is well regarded and valued by staff.

There has been a shift in the organisational culture whereby staff now recognize it's OK to talk about emotions and to care for yourself.

The use of the EAP system has increased and leave of absence due to stress has decreased.

Title:	Onsite health service
Organisation:	Airbus Operations Ltd UK
Sector:	Private Sector, Manufacturing
Geographical location:	UK
HWB focus:	Mental Health
Rationale for inclusion:	Providing onsite healthcare helps to destigmatise mental health issues and decrease absence rates
Website reference:	https://www.gov.uk/government/case-studies/airbus-operations-ltd-mental-health

Summary

Like many other organisations, Airbus recognised that absence due to mental ill health came only second to musculoskeletal issues and that this was affecting productivity and performance. Many of the workers in this organisation are men with an engineering background who have often worked previously in the armed forces and therefore post-traumatic stress disorder is prevalent. Depression and anxiety-related illnesses are the predominant causes of mental health absence.

Airbus decided to work with Cheshire and Wirral Partnership NHS Foundation Trust (CWP) to develop an innovative and holistic approach to support employee health and wellbeing. An onsite service was developed that maintained health and wellbeing in the workplace, but also de-stigmatised mental health issues. Some ad hoc sessions were already provided by a consultant psychiatrist, which served to inform in terms of fitness to work. A mental health and employee support team was also established to manage the needs of the business and employees. The existing Airbus Occupational Health and Wellbeing staff engaged with a team of experienced counsellors as an integral part of the function. Additionally, onsite weekly sessions with a registered mental health nurse and monthly sessions with a consultant psychiatrist were arranged. Airbus also trained 2 members of staff as Mental Health First Aid trainers. They provide training to line managers, HR personnel and Trade Union Representatives.

The benefits of this service are that employees can access help, support and treatment during work time which results in taking less time off and increases participation in treatment. The service also aims to be flexible so employees can access the service outside of normal working hours and off site; this also helps to maintain confidentiality.

Advice is provided to the business in terms of 'reasonable adjustment' so that people experiencing mental health issues can remain in work, maintain self-esteem levels and supportive relationships. Managers involved in HWB, together with line managers engage in 'case conferences'.

Key outcomes

Over a one year period mental health-related absence reduced from 25% of all absence to 18.5%, after two years this reduced further to 11.94%.

The average length of absence per episode reduced from 49 days to 35 days and to 34 after two years.

While receiving support, 89% of all referrals to the service remained in work.

Title:	Wellness Programme
Organisation:	Adidas UK
Sector:	Private Sector, Manufacturing/retail
Geographical location:	UK
HWB focus:	General
Rationale for inclusion:	Won the top Healthiest Place to Work award for overall HWB strategy in 2015
Website reference:	https://www.healthiestworkplace.co.uk/casestudy-adidas.html

Summary

The philosophy behind the Adidas wellness programme is that it stops illness before it begins. Adidas provides a Wellness Centre which has two gyms, sports masseurs, nutritionists and personal trainers on hand. Whilst public sector organisations may not have the funds for this kind of provision, working in partnership with local organisations could be beneficial.

Adidas also provide an on-site doctor's surgery at the beginning of the week which was introduced after employee feedback; this means people can come into work on Monday rather than waiting for a doctor's appointment at their local surgery. It was also noticed that musculoskeletal problems were on the rise and therefore physiotherapy services were expanded. When canteen staff noticed an increase in food allergies work was undertaken with catering staff to minimize risk and increase choice.

Stress related issues have been dealt with by working with managers to help them to identify pressure points so that they can help staff more effectively. If staff access health services, they are reassured that nothing will get back to their line manager without their consent.

Other health related services provided include cancer screening and the Passport to Wellness scheme where employees accumulate points and win awards for staying healthy. Managers also lead by example by keeping healthy and active themselves.

Key outcomes

The average sick day per year per employee at Adidas UK is 2.5, which compares with an industry average of about six.

Adidas also measures productivity levels which are also higher than average (no specific data are available for this metric).

Title:	One You
Organisation:	Rotherham CCG
Sector:	NHS
Geographical location:	South Yorkshire, England
HWB focus:	General
Rationale for inclusion:	CCGs are relatively new organisations, thus sharing best practice from one CCG is relevant.
Website reference:	http://www.rotherhamccg.nhs.uk/Downloads/Governing Body Papers/January 2016/Enc 8 - Leading by example

Summary

Rotherham CCG is one of eleven NHS organisations participating in the Healthy Workforce initiative inaugurated by Simon Stevens in 2015. This initiative is emphasized and supported by the CQUIN introduced by NHS England in March 2016 which aims to bolster the health and wellbeing of NHS staff. As such there is currently little information available in relation to outcome metrics or evaluation of the schemes.

So far, given the limited information available on either the Rotherham CCG or NHS England websites, it appears that Rotherham have begun to introduce a number of interventions built around the CQUIN indicators (see the following web page for further detail: <https://www.england.nhs.uk/wp-content/uploads/2016/03/HWB-CQUIN-Guidance.pdf>). These interventions include:

- Providing training to line managers to help them to prioritise health and wellbeing
- A range of health checks for staff
- Pilates, walking groups, Salsa classes
- Free access to mindfulness apps
- 50% discount at Weight Watchers classes
- Smoking cessation training
- Mental Health First Aid training

These initiatives are supported and led by a senior team member as well as other staff. In addition, staff involvement has been considered by means of a staff survey as well as a full staff meeting to engage staff in 'One You' and ask staff what health and wellbeing services they would like access to. The organisation has also self-assessed against the Workplace Wellbeing Charter.

Key outcomes

There are no specific metrics or evaluation outcomes available but the websites accessed in relation to this case study (as at August 2016) indicate that evaluations and relevant measurements will take place by March 2017.

Title:	Autism at work
Organisation:	SAP
Sector:	Private Sector, IT
Geographical location:	Germany/Global
HWB focus:	Mental Health & Disability
Rationale for inclusion:	An example of how one organisation has focused on autism to improve innovation and inclusion
Website reference:	http://www.cio.com/article/3013221/careers-staffing/how-sap-is-hiring-autistic-adults-for-tech-jobs.html

Summary

SAP recognizes that truly applying principles of inclusion and diversity can be helpful to both employees and organisational performance. This organisation began to employ people with Autistic Spectrum Disorder (ASD) after realizing that 1% of the population is autistic. Their aim is to increase the number of people they employ with ASD to 650 by 2020 which will equal 1% of the workforce.

SAP work with an employment agency, originally conceived in Denmark, called Specialisterne, who hire high functioning autistic adults and prepare them for IT careers. SAP also work with other supportive organisations in the local community who help autistic adults to find housing, how to navigate transport systems and open bank accounts.

The program includes a month-long screening and interview process which involves, among other aspects, having candidates use LEGOs to build robots based on a set of detailed instructions. The interview process then continues in whatever form a candidate may prefer, for example walking and talking, in a small or large group or on a one to one basis – ‘whatever it takes’ according to the dedicated manager leading the programme. These employees then follow an additional four-to-six-week, scenario-based program that focuses on soft skills, communication, teamwork, meeting etiquette, e-mail etiquette and disability disclosure. SAP also introduced autism awareness and sensitivity training for its neurotypical workforce as well as a network of neurotypical volunteer mentors who work one-on-one with candidates on the spectrum to help with any issues that arise. Candidates are also paired up with a mentor who becomes their job coach for the first 90 days on the job.

“By concentrating on the abilities that every talent brings to the table, we can redefine the way we manage diverse talents,” said Luisa Delgado, member of the Executive Board of SAP AG, Human Resources. “With Specialisterne, we share a common belief that innovation comes from the ‘edges.’ Only by employing people who think differently and spark innovation will SAP be prepared to handle the challenges of the 21st century.” This quotation emphasizes the strength of the application of inclusion and diversity in this organisation, and others, such as Microsoft are following suit. SAP also emphasise that autistic adults are not only suited to IT roles but do take on other specialist jobs in the company.

Key outcomes

There are no published metrics available for this case study but SAP state that teams including autistic adults have increased their productivity and cohesiveness in key areas.