



The Prince & Princess
of Wales Hospice



Wellbeing & Resilience Strategy 2023-2026:

Supporting you to thrive

Introduction

We are delighted to present The Prince & Princess of Wales Hospice's first Wellbeing and Resilience Strategy, which outlines our ambitions to supporting our staff team over the next three years.

As a leading provider, influencer, and educator of palliative care – The Prince & Princess of Wales Hospice is committed to supporting our workforce to stay healthy, well and in work, so that we can continue to provide good quality care services, invest in hospice-led innovation and increase both public and professional confidence and knowledge, supporting our communities.

The Prince & Princess of Wales Hospice has been, and continues to be, very mindful of the need to support the health and wellbeing of our workforce. Our current and future staff are our greatest strength, and this strategy underpins the hospice's Workforce Development Strategy and Organisational Strategy.

This strategy has been derived through feedback from our staff via staff surveys, Staff Forums and Senior Management team and has been created to respond to and bring together the various themes that emerged over the last couple of years, post pandemic.

We believe that when people are experiencing good levels of health and wellbeing, this generally translates to staff being able to develop their potential, work productively and innovatively, with good levels of quality, motivation and morale, build positive relationships with others, cope well with the normal stresses of life and make meaningful contributions both at work and within their communities. We believe that it also increases talent retention and reduces absence rates across the organisation.

This strategy aims to bring together several initiatives that are already in place and some that are currently being developed, as well as those that we may wish to consider implementing moving forward. It will incorporate healthy, sustainable, skilled/agile, inclusive workforce strategies which will include the organisation's commitment to equality, diversity and inclusion, supported by the Fairness, Respect, Equality, Diversity, Inclusion and Engagement principles.

The energy, drive and compassion of our staff and volunteers, as a community will support us to deliver our ambitions and continue to strive to deliver our services through teamwork.

Holistic Approach to Wellness

Introducing our 7 principles to support health and wellbeing

Our Core Values and Commitments

The successful delivery of our corporate objectives is underpinned by the Workforce Development Strategy, and in turn our Staff Wellbeing and Resilience Strategy, and in delivering this we will remain true to our core values which are:

- Care and Compassion for Patients and Families
- Feeling valued as part of the hospice community
- Fairness and Integrity
- Dignity and Respect
- Striving for Excellence

We have a diverse range of people working with us. Everyone has different skills, experiences and approaches to their work. We will ensure that people feel that they can be the best version of themselves, and that we support everyone to thrive both personally and professionally. We will ensure that we continue to ask the tough

questions, irrespective of what the response may be, and that we truly use employee feedback, ideas and innovations to ultimately improve our employee and patient experience.

To continue supporting and developing our staff community, we will:

- Embed a professional health and safety culture.
- Develop innovative and flexible initiatives to health and wellbeing.
- Show care and compassion and support an all-round positive, fair and person-centred employee experience.
- Ensure that staff have influence in the decisions which affect them, and their workplace.

Every decision that we take and initiative that we develop will also ensure that it is supportive of the daily operational requirements of the hospice, and our patients and families, who remain a priority.

Physical Health

Maintain a healthy body by avoiding harmful habits and taking responsibility for your own health.

We recognise the importance of supporting you to achieve good levels of physical health including lifestyle, stamina and endurance to better meet personal and workplace physical demands. We know that physical health is essential for good health and contributes to our overall wellbeing.

Physical Health

Many of the leading causes of disease and disability such as heart disease, stroke, obesity and type 2 diabetes are all associated with physical inactivity; therefore, physical health is identified as one of our key priorities within our principles.

What we currently provide and intend to build upon for the future

- We will continue to explore and promote partnerships that can support healthy lifestyles including health clubs, walking/cycling groups.
- We will continue to run weekly fitness activity sessions such as yoga.
- We will continue to provide healthy dietary options and home cooked meals at reduced prices.
- We will continue to provide appropriate support for staff returning from maternity leave and long-term sickness absence.
- We will continue to provide ongoing support to staff (and their managers) who identify as having a visible or invisible disability.
- We will continue to offer occupational health (OH) support to all staff.

Types of activities we aim to develop

Establish a joint Hospice Health and Wellbeing series of events to encourage staff to access a range of health and wellbeing activities and events including:

- Health 'MOTs' that will assess personal health such as blood pressure, heart rate, body mass index (BMI) and cholesterol levels.
- Smoking cessation, alcohol and substance misuse support and information.
- A series of lunchtime guided walks in Bellahouston Park.
- Identify ways in which staff feeling the effects of menopause can be better supported while at work.
- Create a directory which signposts staff to physical health activities we currently provide and intend to continue to build upon for the future.
- Create physical health champion roles, who provide advice to staff.

How we will monitor and measure success

- Staff will be generally fitter, healthier, happier and physically agile and therefore able to better cope with the physical demands of their home and work life.
- Early detection of serious health conditions through health 'MOTs' and similar, will lead to quicker recovery times and fewer days absence for staff.
- Fewer OH service referrals will be made.

Social Wellness

Social wellness is the ability to interact with people around you. It involves using good communication skills, having meaningful relationships, respecting yourself and others, and creating a support system that includes colleagues, family members and friends.

Social Wellness

We recognise that engaged staff are generally more productive and happier especially when they are able to see their contribution to the organisation. It is therefore important that we continuously engage with our staff so that they feel invested in the work we do and within the communities we serve. Accordingly, connections and community is identified as one of our key priorities contributing to social wellness.

What we currently provide and intend to build upon for the future

- We will continue to find new ways that the Staff Open Forum is able to speak for and represent the wider workforce.
- We will continue to engage with staff with one to one staff meetings, team meetings, staff surveys, and staff forums to give individuals and teams an opportunity to tell us about how they feel.
- We will continue with written and online communication including KIT (Keeping in Touch), information shared on our staff hub and all staff emails.
- We will continue to explore ways in which the organisation can further embrace the value of working in a multi-professional/multi-disciplinary way.
- We will continue to identify ways of saying thank you to our staff and volunteers through a range of social activities throughout the year, including Fun Friday.
- We will encourage staff to participate in a range of social activities organised by the income generation team, including Christmas and summer fayres and the annual remembrance service.

- We will continue to maintain our links to external organisations to ensure the health and Safety of our staff.

Type of Activities we aim to do

- Explore the opportunity to introduce a shadowing half day for all staff to work either within a different team/department within the hospice.
- Explore the opportunity for staff to be introduced to external partners, and community groups, offering the choice of visits as part of their learning.
- Explore ways in which staff can, through linking with other external organisations/communities, become more innovative and gain greater job satisfaction by working with and supporting others.
- Increase the level of support and engagement offered to staff working outside the hospice building.
- Explore ways in which we can all learn together and from each other to be the best we can be.
- Explore online initiatives including hosting virtual quizzes and other remote team building initiatives.
- Develop a Health & Wellbeing and Inclusion calendar recognising national health and wellbeing campaigns and those identified by NHS Employers.

How we will monitor and measure success

- Staff will be more knowledgeable and better informed and involved.
- Staff will be more innovative in their working practices as a result of the enrichment gained by having external perspective and feeling part of the bigger picture.
- We will be able to measure the impact of having good working relationships across the whole organisation with teams working more collaboratively than ever and through decreased levels of dissatisfaction, where management intervention is required.
- More staff will feel connected to the organisation which will be measured through good talent retention.

Emotional Wellbeing

The ability to understand ourselves and cope with the challenges life can bring. The ability to acknowledge and share feelings of anger, fear, sadness or stress; hope, love, and happiness in a productive manner contributes to our Emotional Wellness.

Emotional Wellbeing

Being emotionally well is more than just handling stress. It also involves being attentive to your thoughts, feelings, and behaviours, whether positive or negative.

Emotional Wellness implies the ability to:

- Be aware of and accept our feelings, rather than deny them.
- Have an optimistic approach to life.
- Express feelings freely and manage feelings effectively.
- Express emotions appropriately.
- Adjust to change.
- Cope with stress in a healthy way.
- Enjoy life and work despite its occasional disappointments and frustrations.
- Anxiety and stress management.
- Relaxation sessions delivered through therapists.

We recognise that working in an end-of-life care environment may bring challenges which can affect the emotional and mental wellbeing of our staff, in normal times. However, with the added impact of the COVID-19 pandemic and the resulting changes to people's lives and wellbeing, we have seen this level of challenge escalate to even higher proportions.

Therefore, providing ways of supporting our staff's emotional and mental health is our top priority.

What we currently provide and intend to build upon for the future

- We will continue to talk to and support our staff through good line management.
- We will continue to foster a culture of empathy and compassionate leadership when supporting staff who are experiencing challenges relating to their roles and responsibilities.
- We will continue to refer our staff for Occupational Health assessment and external specific support programmes.
- We will continue to ask our staff to share with us how they feel, through regular staff engagement including questionnaires.
- We will review our bullying and harassment and whistleblowing procedures to ensure they continue to reflect good practice.
- We will continue with staff development programmes and coaching support.
- We will develop our inhouse coaching programme and coaches.
- We will continue to ensure good leadership practices through recognised Leadership courses for our clinical and non-clinical staff.
- Continue with our mental health key workers supporting staff.
- Continue with our flexible working practices.

Types of activities, we aim to do

- Provide mental health training for managers to be able to recognise the signs of reduced mental health capacity in their staff.
- Deliver training sessions covering a range of mental health areas including resilience, compassion fatigue, emotional agility, how to prevent and recover from burnout and the value of kindness.
- Improve communication skills between line managers and staff, creating guidance for managers on 'How to have sensitive conversations'.
- Address staff shortages, and skill gaps.
- Create a directory which signposts staff to emotional and mental health support and create bespoke 'hints and tips' and general awareness information including videos and self-assessment tools which diagnose conditions such as dyslexia.
- Identify a range of other solutions for staff experiencing work-related stress or general anxiety, through training and support models including stress, in keeping with the hospice management of stress policy.
- Develop an employee assistance programme.

How we will monitor and measure success

- Staff will more easily recognise early signs and symptoms of changes in the mental health of themselves and others and know where to have access to early intervention strategies aimed at reducing the likelihood of escalation of symptoms, leading to time off work.
- Staff will recover sooner and stay healthier for longer (measured through staff stress and absence levels).
- Staff surveys and other staff data including poor stress risk assessments/stress 'MOTs', occupational health (OH) referrals and numbers of poor performance and disciplinary actions/complaints will decline.

Environmental Factors

The hospice is a beautiful building, set in a lush green landscape. It was designed with the main objective of bringing the outside in. Bringing natural light into the built environment is a positive aspect for human health.

Environmental Factors

Using natural light can improve employee wellbeing, reduce stress, and induce positive feelings. Incorporating plants and greenery into the workplace is known to reduce stress, and create a more relaxed environment for employees.

The use of natural materials, such as wood, stone, and soft colours can help create a connection to nature. Creating indoor and outdoor areas that connect with nature, such as beautiful gardens and outdoor terraces, can improve employee well-being, boost productivity, and enhance the overall workplace environment.

What we currently provide and intend to build upon for the future

- Small intimate staff relaxation areas.
- Outdoor terraces for the summer months.
- Gardens to relax in during breaks.
- Modern well-ventilated office areas.
- Mobile devices allowing staff to workaway from the desk.
- Café facilities.
- Office spaces outside the key desk space.
- Access to adjacent park spaces.

- Area to secure cycles.
- A bothy in our gardens.

Future Improvements to environment

- Provision of a market garden.
- Specific external staff only areas in the garden environment.

How we will monitor and measure success

- Staff will utilise and benefit from the internal and external areas during working hours and break times.
- Staff will have access to and utilise the external environment outside working hours.
- Staff will demonstrate a reduced levels of stress and will benefit from the relaxation induced by the environment.

Spiritual Support

The ability to establish peace and harmony in our lives. Spiritual Wellness is a personal matter involving values and beliefs that provide a purpose in our lives.

Spiritual Support

While different individuals may have different views of what spirituality is, it is generally considered to be the search for meaning and purpose in life, leading to strive for a state of harmony with yourself and others while working to balance inner needs. Spirituality in the workplace is about finding value and motivation in work beyond pay check and performance. It is about finding a sense of oneness and togetherness in the organisation as a whole.

Spiritual wellness follows the following principles:

- It is better to be tolerant of the beliefs of others than to close our minds and become intolerant.
- It is better to live each day in a way that is consistent with our values and beliefs than to do otherwise and feel untrue to ourselves.
- It is important for everyone to explore what they believe is their own sense of meaning and purpose.

Having compassion, the capacity for love and forgiveness, joy, and fulfilment help you enjoy your spiritual health. Your values, beliefs, principles, religious faith and morals define your spirituality.

What we currently provide and intend to build upon for the future

- Focus on the vision and values of the hospice.
- Focus on the mission of putting patients and families first.

- Value others and treat them well.
- Put people first.
- Chaplaincy support.
- A beautiful sanctuary space.
- Yoga classes on a weekly basis.
- Access to all faith support.
- Library facilities for learning purposes.

Future developments

- Build on the environment of Equality, inclusion and diversity for all.
- Build and foster on the environment of trust.
- Promote initiatives to eliminate and reduce stress.
- Ensure through our employment practices that employees have core beliefs aligned with hospice values.
- Build on the sense of hospice as a community.
- Develop our leaders to own the values and behaviours.

How we will monitor and measure success

- Improved overall wellbeing of our staff.
- Improved quality of life.
- Increased staff morale.
- Reduced employee turnover rates.
- Increased motivation and commitment.
- Increased job satisfaction.

Intellectual Wellness

The ability to open our minds to new ideas and experiences that can be applied to personal decisions, group interaction and work and community betterment.

Intellectual Wellness

The desire to learn new concepts, improve skills and seek challenges in pursuit of lifelong learning contributes to our Intellectual Wellness. The ability to make sound decisions and think critically – Being open to new concepts and ideas and having the curiosity to seek out new experiences.

Intellectual wellness is engaging in creative and stimulating mental activities to expand your knowledge and skills and help you to discover the potential for sharing your gifts with others.

An intellectually well person:

- Cherishes mental growth and stimulation.
- Is involved in intellectual activities.
- Is engaged in the exploration of new ideas and understandings.

The intellectual wellbeing of staff is supported by our workforce development strategy.

Occupational Wellness

The ability to get personal fulfilment from our jobs while still maintaining balance in our lives is important. Our desire to contribute in our roles to make a positive impact on the hospice.

Occupational Wellness

The ability to achieve a balance between work and leisure time, reducing workplace stress and building relationships with co-workers is essential, because what we do for a living encompasses so much of our time, it's important for our overall wellbeing to do what we enjoy and enjoy what we do. We also recognise the impact of financial stability being one of the most basic human needs and is therefore a foundation for personal wellbeing which underpins many aspects of all our lives and work balance.

Work Life Balance

Supporting staff to maintain a balance between times allocated for work and times to enjoy other areas of life outside of work is an important factor in maintaining good health and wellbeing.

What we currently provide and intend to build on for the future

- We will continue to offer generous annual leave provisions and operate HR/People policies designed to be 'family friendly'.
- We will continue to reflect good practice and equitable approaches to agreeing flexible working requests.

- We will continue to reinforce the need for staff to take regular breaks during their working day (ideally having their lunch away from their desk/screens).
- We will continue to reinforce the need for staff to better stagger their annual leave across the year so that people can feel more rested and recharged.

Types of activities we aim to do

- Consider ways in which we can improve organisational flexible/remote working opportunities.
- Promote some of the digital detox ideals including not sending or accessing emails outside of working hours and only copying others into emails where they really need to have the information.
- Explore ways in which greater use of technology can remove some of the more laborious (manual or paper-based) tasks through transferring documentation onto digital platforms e.g. performance management (appraisals, one-to-one notes, probation and capability documentation).
- Explore ways in which we can prevent any further 'long hours' creep into organisational culture.

How we will monitor and measure success

- Staff who benefit from improved work-life balance will have stronger levels of resilience, be able to manage workplace stress more effectively, thus improving overall staff morale leading to improved service outcomes.
- Quality of work, productivity and effectiveness levels will also be helpful indicators to confirm that staff are achieving a healthy work-life balance.
- Improvements to staff turnover rates and sickness absence levels will also be helpful measures.

Financial Health

Financial health is the current state of your finances, or financial wellbeing, based on money coming in and money going out. Having disposable income is highly sought after as many families and individuals are living paycheck to paycheck. A financial wellness check using the four pillars of financial health can help you achieve your goals and create more opportunities for disposable income.

The four pillars of financial wellbeing: Spend, Save, Borrow, Plan:

- Having a good relationship with money and a positive mindset.
- Having clear plans to achieve your goals.
- Regaining control of your day-to-day finances.
- Having the ability to withstand financial shock.

What we currently provide and intend to build upon for the future

- We will continue to provide a range of financial benefits including a contributory pension scheme, Cycle to Work scheme, access to NHS benefits scheme and Blue Light Card.
- We will continue to offer staff access to Will-writing service (donation rather than fee).
- We will continue to operate fair and equitable pay processes based on external pay principles.
- We will continue to operate special leave entitlements to support dependants, when needed.
- We currently provide subsidised meals.

Types of activities we aim to do

- Staff will have a good understanding of their pension provision and the impact on their future retirement.
- Staff will have the knowledge to be able to take advantage of the financial benefits offered.
- Staff will continue to work productively with their health and work not being adversely affected by personal finances.
- Provide signposting to organisations including sector specific charities that support people who are experiencing serious financial difficulties including excessive personal debt, gambling addiction support organisations and similar.
- Deliver workshops on building financial resilience to manage financial stress points (caused when faced with a sudden fall in income or an unavoidable rise in expenditure).
- Deliver workshops for saving in the long-term and preparing for retirement for staff of all ages.
- Explore further training and support, where required.
- Create bespoke 'hints and tips' and general financial awareness information, to support staff to manage their personal finances.