



# Healthy LCD

Our Health and Wellbeing Strategy for 2022 - 2027



## Foreword from Helen Carr, LCD's CEO

In our 2020/21 Business Plan we highlighted our long held aspiration of creating a Health and Wellbeing Strategy for Local Care Direct (LCD). The health and wellbeing of our workforce is vitally important to me and our Board. Our mission statement is “we care about people”, this is one of the ways in which we can take real action to achieve it.

When creating this strategy, I set the Health and Wellbeing Group the challenge to create something that will help us to really look after our colleagues, to make sure that the actions identified are done so in their best interest, and that we are able to become partners in their health, especially since we operate out of hours and often in demanding environments.

Given this, it is critical that we provide resource and support our colleagues with their wellbeing, and ensure that they feel truly valued by us. To do this we will ensure that the steps identified in this document, and the supportive environment which forms the cornerstones of our strategy, are actioned and reviewed regularly. We will continue to engage with the workforce to ensure that we are having the impact in the workplace that we seek, and that we are making a difference to help them flourish.

## Introduction from Dawn Harvey, LCD's Director for Clinical Governance and Quality

I feel privileged to be nominated as an Executive Sponsor for this vital strategy, which is something I am keen our employees recognise as valuable to our organisation.

It comes at a time when we can really utilise opportunities to revisit our health and wellbeing as we start the journey to reset and recover from Covid19. It's a time to recognise the major contribution that every member of LCD has given throughout the last two years. In acknowledging this exceptional time, it is more important than ever to support and deliver the strategy set out on the following pages for our colleagues.



This document sets out our four key objectives, which are our organisational priorities when supporting colleagues' with their health and wellbeing, including how we will reach every LCD site and offer a consistent message of support. These were developed from colleague feedback and research into good practice. We recognise that the health and wellbeing challenges in our particular organisation are different to others and this strategy has been designed for Local Care Direct. It is our commitment to you, our workforce, who we hope to empower to make healthier choices and changes should you wish.

The Health and Wellbeing Group was set up to deliver actual health and wellbeing benefits for colleagues. The team, from front-line to corporate colleagues, have positively engaged with the ask. Working together, they have developed and championed this strategy and the work-streams that sit under it in their local area of work. It really demonstrates how invested our people are in this issue.

The four key objectives are focused on increasing awareness on health and wellbeing issues, supporting everyone regardless of their role or location, providing tools and opportunities to improve health and wellbeing, and further developing a culture of supporting each other.

You can read more about the objectives on the following pages, including the tangible measurement of what will be achieved by reaching these. I encourage you to read this document, and offer any feedback to myself as Sponsor or any member of the Health and Wellbeing Group.

## About LCD

Local Care Direct (LCD) was established as a community-owned Social Enterprise in 2004 to deliver health services across West Yorkshire. Since then, we have continued to grow to meet the needs and expectations of our patients, and our NHS and social care partners.

In the 18 years since our formation, we have developed a broad range of services for patients across Yorkshire and the Humber, including a centralised hub (contact centre), GP out of hours services, urgent treatment centres, walk-in facilities, extended access primary care services, a dental assessment and booking service, as well as several bespoke services for our NHS clients.

Operating 24/7, 365 days a year, LCD colleagues provide people in our local communities with care and compassion when they need it most.

## About this document

In 2020 we recognised that we could improve our Health and Wellbeing offering for colleagues. Since then, we have listened to feedback and reviewed best practice to develop a new integrated approach. This approach will have a positive and measurable impact on our colleagues' health and wellbeing.

The Health and Wellbeing Group first came together in September 2020. Since then, we have been building governance and processes to ensure the group becomes a core part of LCD that will be effective in the years to come.

Part of that development work was creating this new 'Healthy LCD Strategy', an essential element that will steer the Health and Wellbeing Group's actions for the next five years. It includes why LCD developed the group, what we want to achieve and how we'll do it.

This publication also includes information on how we created this strategy, what we believe success will look like and how we plan to put this strategy into practice.

If you have any questions or would like to provide any comments on this document and the information within it, please email [HealthyLCD@lcdwestyorks.nhs.uk](mailto:HealthyLCD@lcdwestyorks.nhs.uk).

## Our services footprint



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## Why focus on health and wellbeing

Our workforce operates 24 hours a day, seven days a week, all year round. Our colleagues are located across 17 sites and take on various roles, from healthcare professionals to specialised support. Regardless of their role or where they're based, we believe everyone within LCD can and should be supported with their efforts to live a healthy lifestyle and improve their wellbeing.

LCD cares about people, particularly our workforce. As a social enterprise, it is important to help look after our colleagues and act with their best interest at heart.

We have employees who work unsociable hours, who at times can find themselves on their own, and others who operate in busy, loud environments. Both of these settings can create unique health and wellbeing risks and challenges. Sensory overload from challenging telephone calls, bright computer screens and constant background noise can lead to a loss of energy, whilst night shifts in isolated sites, cut off from others, can lead to low mood. These symptoms on their own are a part of everyday life and are manageable. But, when they're coupled with other elements in our lives, we can find ourselves struggling and in need of support.

LCD created the Health and Wellbeing Group to provide that support following responses from colleagues. They highlighted that while we have an excellent caring culture, some elements aren't consistent, and different people have different experiences based on their role, location, and line manager. Going forward, the group will review and put in place measures that are consistent for all colleagues, which can be used for both treatment and prevention. These measures will be tailored to our workforce, the conditions they operate in and the pressures they face.

Balancing the needs of our services and patients with the needs of our colleagues can often be challenging. Responding to unexpectedly high demand can create stressful situations. Maintaining Infection Prevention and Control (IPC) measures can require strict measures and protocols. However, we believe we can provide safe and reliable services for our patients and our colleagues.

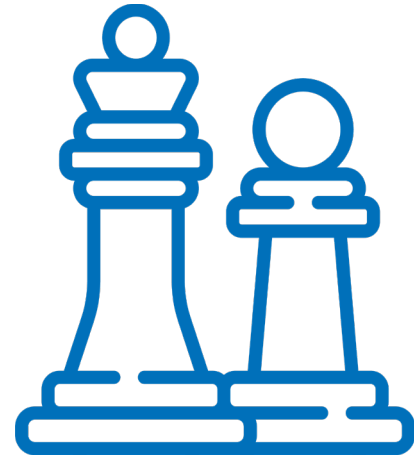
LCD is committed to looking after our workforce and taking proactive steps that empower our colleagues to live healthy lives.



## What is a health and wellbeing strategy

When discussing health and wellbeing we are referring to an individual's complete health, including their physical, mental, emotional and social situation. Many factors, including a person's workplace, affects their health and wellbeing.

A workplace health and wellbeing strategy details how and why an organisation will take action to improve factors affecting their colleagues' health and wellbeing. The strategy will particularly focus on the areas impacted by the workplace, as these are areas within the employer's control.



## What will success look like

Through our research, we have learnt that *“One way of understanding wellbeing is how well people are able to flourish – whether they feel positive emotions, can function well in society, can respond to challenges and make meaning in their lives – even as things change<sup>1</sup>.”* We want our colleagues to flourish, both in work and in their personal lives.

Measuring this will be challenging. However, we must evaluate the success of our strategy and actions to ensure learning is continuously applied to improve future decisions and activities.

We will try to develop insight into our workforces' ability to flourish through activities like Personal Development Reviews (PDRs) and employee engagement surveys. These measures will complement additional data gathering activities such as exit interviews, net promoter scores, absence statistics and health assessments. All of this data will be used to develop insight into our colleagues' health and wellbeing, and the effectiveness of our support.<sup>2</sup>

Long term behavioural change can take years. We understand that health and wellbeing is not a one-off activity and cannot be 'fixed'. As such, we are striving to develop and build upon LCD's caring culture to incorporate positive attitudes towards health and wellbeing.

### LCD's caring culture

We have incredible examples of colleagues and line managers going above and beyond to support each other, and it is these examples which we would like to replicate across the whole organisation.

One particular example, is the level of relationship building and care shown for each other in our Contact Centre hub. This could be seen when a colleague who lived alone was unable to work for a while, during a period of time when they didn't have access to a support network. The “random acts of care and kindness” that occurred over the duration of their absence included daily check-up calls, meals being cooked and taken to the colleague's home, help to build a working support network, and a spontaneous collection which raised money to show that colleagues were thinking of them.

It is because our colleagues care and take an interest in each other, that they feel like they can rely on each other; factors which we know contributes to our Health and Wellbeing.

1. <https://measure.whatworkswellbeing.org/wellbeing-explained/>

2. Net promoter score captures if an individual would recommend the service, product, activity to a friend or family member. This is considered to be an effective measure for understanding the success of an initiative.

## What affects our wellbeing

The What Works Centre for Wellbeing is an independent collaborating centre that develops and shares robust and accessible wellbeing evidence. Based on their current evidence, they believe that the following factors affect our wellbeing<sup>1</sup>:

### Where we live

if we feel safe in our area, if we can access key services, if we are satisfied with our housing

### What we do

if we're satisfied with our jobs, if we enjoy our leisure time, if we have a belief system

### Personal health

if we are satisfied with our health and how our physical and mental health is faring

### Governance

if we trust government and institutions

### Education and skills

if we are engaged in learning, if we have opportunities to use our skills

### Personal wellbeing

if we feel satisfied with our lives and how happy or anxious we rate ourselves

### Environment

what the air and water quality is like in our area

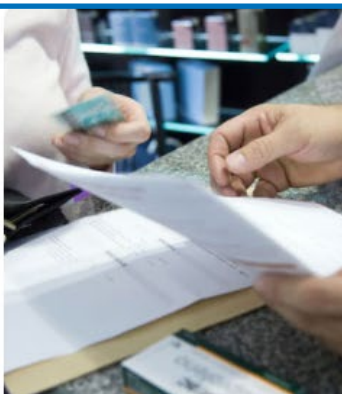
### Personal finances

if we have difficulty financially, if our income meets our needs

### Our relationships

if we have people to rely on, if we feel lonely

Whilst LCD cannot impact the whole factor, we do have the potential to have some impact on the highlighted seven factors. With this in mind, our initiatives will focus on making improvements in these seven areas. For example, in regards to personal finances, the Health and Wellbeing Group will work with the Finance Department to raise awareness of internal factors such as pay and NHS Pensions, highlight external support available such as the money helper baby money timeline, and offer financial education.<sup>2</sup>



Week 10 - Starting 8 Nov 21

### Claim free prescriptions and NHS dental care

Fill out the Maternity Exemption form – available from your doctor or midwife. They'll send it off for you and you'll get your Maternity Exemption certificate in the post.

Find out more: [Find out more: Free prescriptions and](#)

We recognise that all efforts to make LCD a great place to work and improve employee engagement will contribute to improving colleagues' health and wellbeing. There are, and will be, many actions within the organisation that is not captured in this strategy, as different teams and projects will pick them up.

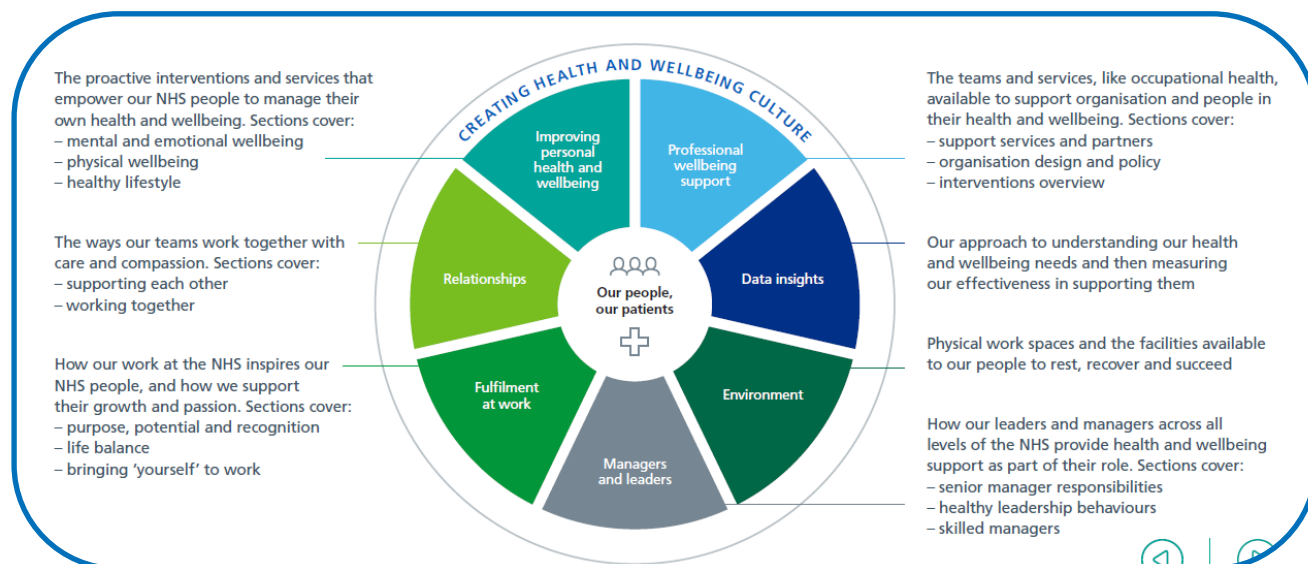
1. <https://whatworkswellbeing.org/about-wellbeing/what-affects-wellbeing/>

2. <https://www.moneyhelper.org.uk/en/family-and-care/becoming-a-parent/baby-money-timeline>



## Aligning with our stakeholders

As part of the research for our strategy, we looked at the NHS' Health and Wellbeing Plans. Many of our colleagues work in other areas of the health care industry, ensuring that we are aligned with our partners will encourage and help our colleagues to make healthier choices in and outside of their work here at LCD. To do this we focused on the NHS People Plan 2020/2021<sup>1</sup>, and the NHS Health and Wellbeing Framework<sup>2</sup>.

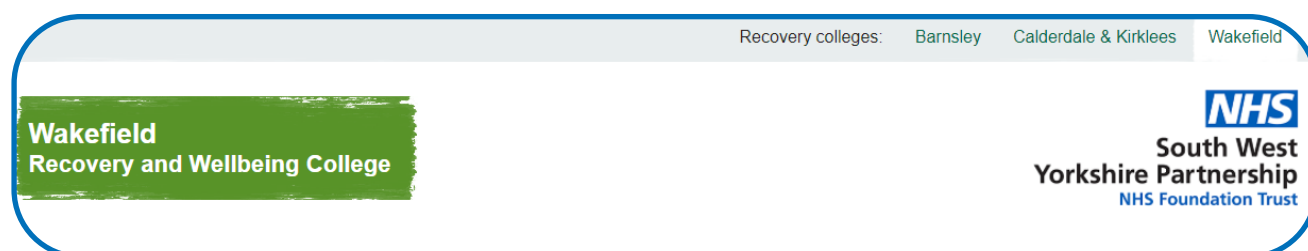


The specific elements in the NHS Health and Wellbeing Framework are woven throughout the Healthy LCD Strategy. For example:

- Improving personal health and wellbeing & Data insights is captured in Objective 1
- Environment and Professional wellbeing support is captured in Objective 2
- Managers and leaders and fulfilment at work is captured in Objective 3; and
- Relationships is captured in Objective 4.

Furthermore, as part of our alignment we have committed to completing the NHS Health and Wellbeing Framework Diagnostic tool (documented on page 14 of this strategy).

The NHS is one of the largest employers in the world and they are currently taking steps to become a public exemplar in improving the health of their workforce. As a partner to the NHS, this provides our employees with the unique opportunity to use tools like wellbeing apps and take part in initiatives. These include the “West Yorkshire and Harrogate Staff Mental Health and Wellbeing Hub”, the “Recovery and Wellbeing College” from the South West Yorkshire Partnership and the “digital weight management programme” from NHS Better Health.



1. <https://www.england.NHS.uk/ournhspeople/online-version/>

2. <https://www.england.nhs.uk/publication/nhs-health-and-wellbeing-framework/>

# Healthy LCD Strategy

## Our purpose: why the Health and Wellbeing Group is active

We care about our colleagues and want to support them with their health and wellbeing

## Our ambition: what we want to achieve

We want to create a great place to work where colleagues feel empowered to improve their health and wellbeing before, during and after their work, by developing LCD's culture and environment so that they feel supported, valued and part of one team

## Our strategic objectives: what we will do to achieve our ambition

4. We will create a culture of supporting each other by running campaigns, competitions and skills development sessions.

1. We will increase awareness of health and wellbeing issues including how LCD and colleagues can take action to tackle them.

3. We will provide support, encouragement, opportunities and tools for colleagues to improve their health and wellbeing.

2. We will review all areas where LCD colleagues operate and if needed, take action to ensure everyone can access the support available.

## LCDs values: how we will deliver our objectives

We are open and honest | We are professional | We respect each other  
We inform, involve and listen | We do what we say we will do | We support each other



To develop our new Healthy LCD Strategy, we first identified why LCD should have a Health and Wellbeing Group, what we want to achieve and how we could do that. All of which we considered with LCD's values at the forefront of our minds.

### Purpose

Often, workplaces develop health and wellbeing initiatives to increase productivity and reduce costs. However, here at LCD we care about people and it's important to us that we are genuine and take action for the benefit of our colleagues.

Previously, LCD has taken steps to help colleagues with their health and wellbeing, from enforcing the Working Time Policy Statement to encouraging uptake of the flu vaccine. This strategy and the Health and Wellbeing Group is a continuation of that support as we take a coordinated and consistent approach to wellbeing and increase our efforts to value our colleagues.

### Ambition

We understand that our organisational structure, activities and varied locations can create health and wellbeing risks. We want to manage those risks by developing our culture and environment so that colleagues feel confident and able to take the steps required to lead healthy and fulfilling lives, both inside and outside of work.

### Objectives

To truly empower colleagues to make healthier choices, we focused our objectives on the four stages people go through to change successfully:

- reflection on the change and why it's important,
- preparation to get ready for the change,
- action to implement the change, and
- maintenance to stick with the change over time.

We hope our actions will positively impact our colleagues' health and wellbeing by providing people with information, equal support, tools, and motivation to improve the seven areas highlighted on page five. Any actions required to address systems and processes will be captured in Objective 2.

### LCD's values

LCD's values steer our organisation and our activities. They define the culture we strive for and the behaviours we want to adopt. The Health and Wellbeing Group will use these values in our decision-making process and delivery of this strategy.







## Sharing our findings

Good health and wellbeing means different things to different people. Yet the one thing we all share in common, is that we are responsible for our own health and wellbeing. Our decisions are our own, and while we can be influenced, we can not be forced.

The LCD Health and Wellbeing Group understands this, and we specifically designed our purpose to “support” our colleagues. The following strategy details what action we will take to do this.

Influencing behavioural change isn’t easy, so to create this strategy we carried out research to understand what works and what doesn’t. From this research, we learnt that many organisations are taking various steps to support their employees’ wellbeing.<sup>1</sup>

In line with our values to support each other, we plan to share our progress publicly, including the lessons we’ll learn when delivering our Healthy LCD Strategy. We hope this will help other organisations in our communities who may be carrying out their own research in the future.

Furthermore, we hope that by sharing this information we will generate discussion and create opportunities to inform, involve and listen to feedback, which will help all those engaged to benefit from shared learning.

In light of this, we will remain true to our value of being open and honest. Not only will we share our successes, but we will highlight when initiatives don’t work, when actions don’t have the desired impact and when we get it wrong. Employee health and wellbeing programmes have been around for decades in varying forms. As time passes, these programmes have the ability to grow and become more effective. We hope by sharing our activities we will contribute to this development.

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1. [https://www.cipd.co.uk/Images/health-wellbeing-work-report-2021\\_tcm18-93541.pdf](https://www.cipd.co.uk/Images/health-wellbeing-work-report-2021_tcm18-93541.pdf)



## Measuring our progress

One of our values is that we do what we say we will do, so it's important to us to put in place targets and measures that we can use to hold ourselves accountable.

On the following pages you will find examples of the actions we will take to achieve our objectives. We have captured alongside each action how we intend to demonstrate that we have delivered that action and when we want to complete the action by. If an action is ongoing, we have captured when we plan to carry out the activity (i.e. monthly) and when we will report on it (i.e. annually).

### Measuring output

The measures detailed alongside the actions tells the story of what the Health and Wellbeing Group will have done. For example, how many events were held, how many people we spoke to, how many risk assessments we completed.

We are aware that measuring outputs does not measure the impact and value of our actions or the level of our success in trying to achieve our ambition.

### Measuring outcome

Our ambition is “to create [a great place to work](#) where colleagues [feel empowered to improve their health and wellbeing](#) before, during and after their work, by developing LCD's culture and environment so that they [feel supported, valued and part of one team](#)”.

Measuring colleagues health and wellbeing is difficult. We propose to start collecting both quantitative (numbers) and qualitative (words) information by:

- conducting employee satisfaction surveys, regularly asking the same questions to track progress;
- carrying out routine Health and Wellbeing assessments; and
- capturing and analysing HR data, specifically employee retention and sickness absences rates.

Based on these measures, we will identify our starting point before March 2022. We will then set four core Key Performance Indicators (KPIs) which we will report to the Board to track our progress.

In our last survey, 86% of colleagues told us they would recommend Local Care Direct as a great place to work





## Objective 1

**We will increase awareness of health and wellbeing issues, including how LCD and colleagues can take action to tackle them.**

Raising awareness of health and wellbeing issues by respectfully highlighting symptoms, how behaviours can be damaging, and the benefits of changing, is one of the first steps in helping people to take positive action.

In today's modern age, we are overwhelmed with information. There are numerous, often conflicting sources of advice that can be difficult to assess, digest and act on. As a health care organisation, we are keen to share reliable, clinically accurate information with our colleagues in an accessible format so that they can make informed decisions.

The content we will create to increase awareness about initiatives will be tailored and take into account concerns faced by the different genders, ages, abilities, and ethnic and cultural backgrounds within our workforce. It will also seek to break down taboo subjects such as mental health issues and menopause.

We are aware that people can struggle to identify where they are on a health and wellbeing scale, often in denial about their current situation. Hopefully, sharing information in an accessible way will help colleagues improve their self-awareness and identify when they need help.

Raising awareness goes both ways. Our colleagues are the subject matter experts in their health and wellbeing. Furthermore, they have first-hand experience of what is happening in their work area. We will ensure we have the ability to hear and act on our colleagues' insight.

### **By achieving this objective, we will:**

- increase colleagues self-awareness and willingness to accept their current situation;
- create a shared desire across the organisation to make healthier choices; and
- increase uptake of initiatives and support.



## To deliver this objective we will:

Continue to....		
Action	Measurement	When we will do this
1.1 Develop insight into our workforce demographics, sickness absence, and levels of 'presenteeism' and 'leavism' by collecting data from our systems. <sup>1</sup>	– Capture and monitor trends in a monthly report which will be reviewed by the Health and Wellbeing Group in their monthly meetings.	– Continuously
1.2 Gather data from colleagues through a variety of channels including surveys and health and wellbeing assessments.	– Capture and publicly report annually on the number of opportunities for colleagues to provide information.	– Continuously
1.3 Share progress and insights with senior leaders to highlight areas which are successful and which need further action.	– Capture and report annually to the Executive Committee on any trends and proposed actions to address them.	– Annually
1.4 Promote our whistle-blowing process, Freedom to Speak up Guardian and the managers' feedback process when addressing concerns raised.	– Monitor and publicly report annually on the number of messages shared in LCDs internal communications.	– Quarterly
Start to....		
Action	Measurement	When we will do this
1.5 Develop a stand-alone Health and Wellbeing Engagement Plan for a diverse and inclusive workforce which focuses on the seven areas on page five.	– Capture and report on colleagues' input and response to communications in the Health and Wellbeing Group monthly meetings.	– Completed by March 2022
1.6 Shine a spotlight on taboo topics and break down stereotypes.	– Monitor and publicly report annually on the topics highlighted in our health and wellbeing communications.	– Start before June 2022
1.7 Develop a shared searchable area to promote information.	– Monitor and publicly report annually on colleagues' access to the shared area (we will <b>not</b> monitor individuals or what they access, only traffic to the site).	– Completed by August 2022

1. Presenteeism is when employees turn up to work when they're not fully fit and able to do their work. Whereas leavism is when employees take annual leave but instead of taking a break from work, they use the time to catch up on their backlog.



## Objective 2

**We will review all areas where LCD colleagues operate and if needed, take action to ensure everyone can access the support available.**

As an employer of a diverse workforce which operates 24/7 across several locations, we need to ensure all colleagues feel valued, supported and a part of the LCD team.

We will review all sites to understand any current differences and take action to address them. We do not own all the sites where we operate, which can create problems as this limits our ability to make changes. Where we cannot implement consistent changes across all sites, we will ensure comparable alternatives are developed.

We also know that it is not just our environment that affects our wellbeing. As part of our review, we will also look at processes and cultural norms to determine if any are hindering our health and wellbeing.

Due to the nature of our work and risks to safety, we may not be able to remove or change some factors. When this happens, we will develop mitigations to manage the risks. We vow to be honest and open when this happens.

### **By achieving this objective, we will:**

- ensure our diverse workforce is treated fairly and consistently regardless of their location, shift pattern, demographic characteristics etc;
- ensure all colleagues have access to support; and
- ensure all colleagues are able to take action to improve their health and wellbeing within LCD environments.

**To deliver this objective we will:**

<i>Continue to....</i>		
Action	Measurement	When we will do this
2.1 Complete risk assessments and implement strong mitigations for lone, vulnerable and young workers as well as stress and maternity.	– Publicly report annually on the number of completed risk assessments.	– Continuously
2.2 Carry out LCD's wellness checks to ensure useful data is captured on colleagues' wellbeing at all sites where we operate.	– Monitor and report on the progress of wellness checks and the resulting actions to the weekly Operations Management Group.	– Bi-annually
2.3 Remove and manage barriers to health and wellbeing improvements (where we are able to), such as removing unhealthy vending machines, maintaining compliance with the Working Time Policy, and enforcing a zero tolerance stance against abuse.	– Monitor and publicly report annually on any changes made.	– Annually
	– Monitor and weekly report to senior management on compliance with the Working Time Policy.	– Continuously

<i>Start to....</i>		
Action	Measurement	When we will do this
2.4 Complete the NHS Framework Diagnostic tool <sup>1</sup> .	– Monitor and monthly report to the Executive Committee the completion status using the dashboard included in the Framework tool.	– Completed by December 2026
2.5 Create an action plan to achieve all objectives within this strategy by 2026 and to address any gaps highlighted in the NHS Framework Diagnostic tool.	– Monitor and update the Health and Wellbeing Action Plan on the completion status of each action during the Health and Wellbeing Group's monthly meetings.	– Completed by December 2026
2.6 Develop and maintain a diverse and inclusive Health and Wellbeing Group which represents our workforce.	– Report all group changes to the Board.	– Continuously

1. <https://www.nhsemployers.org/publications/nhs-health-and-wellbeing-framework-diagnostic-tool>





### Objective 3

**We will provide support, encouragement, opportunities and tools for colleagues to improve their health and wellbeing.**

Understanding the need to change, and how, is not enough. People need time to prepare, opportunities to experiment and help with motivation.

Using research, our existing caring culture, and tools such as apps, gym equipment and health monitoring devices we will focus our efforts to help colleagues with the seven factors highlighted on page five.

Ensuring line managers and mental health first aiders across the organisation can provide support and champion health and wellbeing is crucial to this strategy's success. Therefore we will train, coach and support those individuals to ensure everyone receives the support they need.

**By achieving this objective, we will:**

- ensure colleagues are mentally, emotionally and physically prepared to take action to improve their health and wellbeing.

**To deliver this objective we will:**

<i>Continue to....</i>		
Action	Measurement	When we will do this
3.1 Provide training to all line managers on: their roles and responsibilities for health and wellbeing, specific topics such as presenteeism, how to support colleagues, and how to have difficult conversations, so that all employees receive the same level of support.	– Monitor and publicly report annually on the completion status of all training.	– Continuously
3.2 Research, get access to and highlight available tools and resources that colleagues can utilise.	– Monitor and capture within the Health and Wellbeing Groups Monthly Meeting Minutes.	– Monthly
3.3 Provide the flu vaccine to all colleagues.	– Activity and vaccination statistics reported to the Executive Committee.	– Annually
3.4 Provide Continual Personal Development (CPD) opportunities for colleagues.	– Monitor and publicly report annually the number of opportunities taken by colleagues.	– Continuously

<i>Start to....</i>		
Action	Measurement	When we will do this
3.5 Ensure all line managers discuss health and wellbeing with their employees during one-to-one discussions, which will be captured in their objectives.	– Monitor and report to the Executive Committee on performance against this objective.	– Start before September 2023
3.6 Train volunteers in the organisation to become mental health first aiders in the organisation.	– Monitor and publicly report annually on the completion status of all training.	– Completed by April 2022
	– Monitor and publicly report annually the number of occasions colleagues have sought help from our new Mental Health First Aiders ( <b>no</b> personal details will be shared).	
3.7 Provide volunteering opportunities for colleagues in our local communities.	– Monitor and publicly report annually the number of volunteering activities completed.	– Start before July 2022





## Objective 4

**We will create a culture of supporting each other by running skills development sessions, campaigns and competitions.**

We know that healthy relationships, a sense of belonging, and satisfaction with our jobs are all factors that significantly impact our wellbeing.

With this in mind, we want to enhance our current caring culture to ensure health and wellbeing is built into our organisational norms and colleagues' behaviours.

A culture that prioritises health and wellbeing is in keeping with LCD's values, particularly our value to support each other. By focusing on this objective we can take steps to measure, capture and improve the way we all support each other.

### **By achieving this objective, we will:**

- help colleagues take action to improve their health and wellbeing and, crucially, continue their efforts to maintain high levels of wellbeing;
- create a community that feels valued and supported; and
- increase colleagues' willingness to open up and share their own experiences.

### **Colleagues' input**

In our last survey, 76% of employees either agreed, or strongly agreed that they felt colleagues and managers cared about their wellbeing.

We want all colleagues to feel supported and we're acting on the feedback from the 27 colleagues who disagreed with this statement.





**To deliver this objective we will:**

Continue to....		
Action	Measurement	When we will do this
4.1 Maintain and encourage an open door approach on health and wellbeing between management and front-line colleagues.	– Regularly carry out audits which will be captured in the Health and Wellbeing Group's monthly meeting minutes.	– Continuously
4.2 Conduct face-to-face induction days to establish a relationship with all colleagues and relevant people in the organisation such as the Chief Operating Officer, their Line Manager and the Head of HR.	– Monitor and publicly report annually on the percentage of new starters attending an induction day.	– Continuously
Start to....		
Action	Measurement	When we will do this
4.3 We will provide training opportunities on the six factors that impact our health and wellbeing (captured on page five).	– Monitor and publicly report annually on the training provided and activity rate.	– Start before September 2024
4.4 Share colleagues' health and wellbeing success stories.	– Monitor and publicly report annually on the number of communications shared.	– Start before September 2023
4.5 Provide line managers with opportunities to share experiences between each other.	– Monitor and publicly report annually on the number of events carried out.	– Start before September 2022
4.6 Develop monthly campaigns that provide people with motivation and opportunities to engage with each other on different health and wellbeing topics.	– Monitor and publicly report annually on the engagement with each campaign. – Use net promoter score questions to understand the level of success of each initiative.	– Start before March 2022
4.7 Develop regular competitions and social activities to encourage team spirit and relationship building.	– Monitor and publicly report annually on the number of competitions delivered and the engagement rate.	– Start before June 2022



## Creating our Healthy LCD Strategy

To develop a meaningful strategy relevant to LCD, the Health and Wellbeing Group sought input from colleagues, worked with line managers and human resources, liaised with our external occupational health partners, researched best practice and gathered information on our organisation. Some of the knowledge we gained from these activities has been captured in the following pages.

### Input from our colleagues

In August 2020, we asked our colleagues 20 questions about health and wellbeing activities and what they would like from an LCD Health and Wellbeing Plan. 106 people responded and suggested a range of initiatives and activities which LCD could implement. This was the largest response to any of LCD's optional surveys, demonstrating that this area is of particular interest to a large portion of our workforce.

Those who responded to the survey were split across all age groups and from all areas within LCD. 89% of those surveyed stated that they would make use of wellbeing support, and 55 colleagues provided further input on what they would like to see in our programme.

The key themes focused on exercise, mental health, connecting, sleep, and nutrition. Examples can be found below:

- "Mindfulness or some wind down options for staff who have dealt with challenging patients."
- "How to deal with stress."
- "Anything to lose weight."
- "Emphasis on mental fitness, perhaps a motivational talk. Encouraged to have a short walk during the day... It isn't great for people just sitting behind a desk all day."
- "Goals/theme for each month."
- "Socialising events i.e. fun challenges"

All of this feedback was reviewed and assessed as part of the development of this strategy.



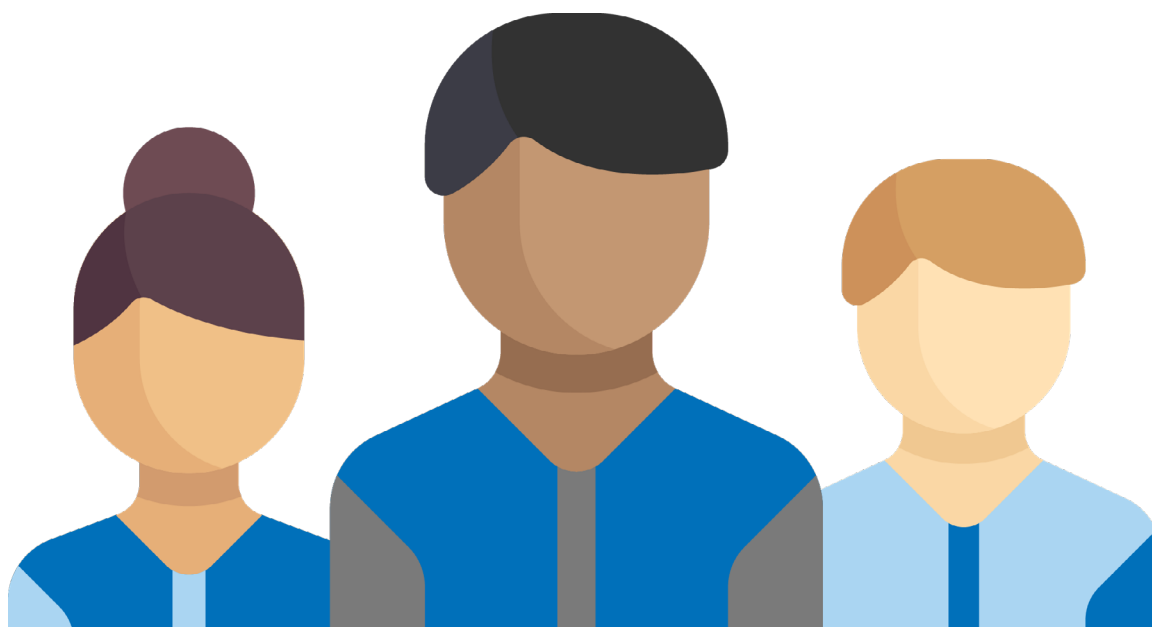
## Our workforce

LCD's workforce is built up of clinicians, colleagues in our hub and corporate teams, drivers, and receptionists, all of whom operate across a large footprint. As firm supporters of diversity and inclusion, our workforce: matches our local communities' demographic, with 20% from ethnic groups excluding the White British group (based on estimates from the 2011 census); includes colleagues across the age spectrum, with our youngest employee aged 17 and the oldest aged 89; is almost balanced across gender with 63% identifying as female; and to date, we have supported all colleagues who have requested reasonable adjustments under the Equality Act 2010.

A diverse workforce needs an inclusive approach to health and wellbeing. Different groups of people are more at risk of certain health complications and can experience them differently. Black men are 50% more likely to develop prostate cancer in their lifetime than White men<sup>1</sup>. People from a South Asian background have a two to three times higher risk of developing type 2 diabetes<sup>2</sup>. And one in four women will experience severe symptoms from menopause<sup>3</sup>. This being said, we will always be careful when discussing specific ethnicities as being predisposed to certain conditions, as the reasons for this may not be solely genetic; higher percentages can be a result of external factors called 'determinants of health' i.e. poorer access to healthcare, education, and lower socio-economic status.

Alongside diversity, we also considered the unique factors created by our work environments, organisational structure and activities. For example, many factors can lead to increased stress levels within the health and social care industry, from presenteeism in response to increasing service demand and staff shortages, to first-hand exposure to patients' distress, pain, trauma, and death. As a 24/7 provider that supports patients every day of the year, many of our colleagues' work schedules are part of shift work, which can contribute to sleep disorders, obesity, digestive disorders, and more. Furthermore, 86% of our colleagues work part-time hours. Many people take part-time jobs to work around specific family factors (i.e. caring for children or elderly parents), whilst others may have more than one job and juggle several different schedules. Both of these scenarios can leave individuals open to health and wellbeing risks.

By considering the factors that are unique to our workforce, we have created a tailored approach that has the potential to engage, inspire and influence everyone within LCD.



1. <https://prostatecanceruk.org/prostate-information/are-you-at-risk/black-men-and-prostate-cancer>

2. <https://www.england.NHS.uk/blog/type-2-diabetes-improving-awareness-of-insulin-management-in-the-south-Asian-population/>

3. <https://www.endocrinology.org/endocrinologist/131-spring19/features/menopause-in-the-workplace-introducing-good-practice/>

## Best practice summary

The Chartered Institute of Personnel and Development, the National Institute for Health and Care Excellence, What Works Centre for Wellbeing, and the Council for Work and Health are just a few of the organisations we researched whilst developing this strategy. Below are some examples of best practice seen in organisations that are leading in health and wellbeing.

### Clear commitment and buy-in to health and wellbeing from senior leaders

Effective leaders shape the organisation's culture. Employees who truly feel valued and supported benefit from leaders who prioritise employees' wellbeing and accept accountability for it. They ensure resources are allocated to improve colleagues' health and wellbeing, review activity to ensure progress is being achieved, include it in their decision-making process, and act as role models by taking part in initiatives and demonstrating healthy behaviours.

### Develop, train and support line managers so they can provide effective support

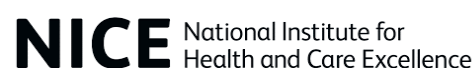
Line managers are the individuals within organisations who have direct access to employees. Because of this, they are responsible for supporting the wellbeing of their teams and seeking support from HR and occupational health services when required. Ensuring line managers are equipped to have discussions on health, can identify when someone is struggling, and know where to signpost them for support is crucial to ensuring employees get the support they need, when they need it.

### Create supporting organisational structures, policies and procedures

It is not enough to implement ad-hoc initiatives. Organisations that are successful at supporting their employees ensure their structure, policies and procedures are developed with consideration to employees' health and wellbeing. They have controls in place to identify and manage health and wellbeing risks, they assign clear responsibility for managing health and wellbeing, and they ensure colleagues can report wrongdoing without consequence; so that anything affecting colleagues health and wellbeing are captured and acted on without negative repercussions.

### Use data and employee input to tailor activities

Tailored communications and initiatives are key to creating compelling action that leads to meaningful change. However, it is vital that organisations challenge stereotypes and tailor their activities based on employee input rather than assumptions. Developing data on workforce demographics and working with colleagues to understand their personal circumstances alongside their health and wellbeing needs is pivotal to success.

The logo for the Chartered Institute of Personnel and Development (CIPD), consisting of the letters 'CIPD' in a bold, purple, sans-serif font.The logo for the National Institute for Health and Care Excellence (NICE), featuring the word 'NICE' in a bold, black, sans-serif font, followed by the full name 'National Institute for Health and Care Excellence' in a smaller, black, sans-serif font.The logo for What Works Wellbeing, featuring a teal circular icon with a white 'W' inside, followed by the words 'what works wellbeing' in a teal, sans-serif font.The logo for The Council for Work & Health, featuring the words 'THE COUNCIL FOR' in a small, white, sans-serif font, above the words 'WORK & HEALTH' in a large, bold, white, sans-serif font, all set against a dark blue background with a green curved shape on the right side.



## Governance

Clear governance and processes are essential to embedding culture change and creating a lasting impact. Our new strategy and the supporting action plan will ensure we have robust controls to deliver for our colleagues.

The Health and Wellbeing Group's Sponsor will monitor and report on the group's progress to the Executive Committee and ensure colleagues' needs are captured and acted on at all levels of the organisation.

You can find contact details for all Health and Wellbeing Group members on the Healthy LCD Teams Space. Here you will also find the group's Terms of Reference which includes roles and responsibilities.

## Benefit and value

As a social enterprise providing NHS services, LCD is funded by the public. Therefore, the cost of our health and wellbeing activities are ultimately passed through to the taxpayer. Because of this, we will ensure we make responsible decisions that provide real benefits when planning and delivering support for our colleagues.

When designing actions to support colleagues, the Health and Wellbeing Group will research and assess the costs and deliverability of all available options. They will then put in place measures to track the benefits of the agreed action.

All budget decisions made by the group are signed off by the Sponsor and taken from the Healthy LCD budget.

## Share your thoughts

LCD's Health and Wellbeing Group is for LCD colleagues. We need your input to understand what's important to you and what you would like us to focus on.

This strategy has been designed to take us to 2026. However, we understand that we are on a journey and the most successful programmes take a transformative approach to ensure they meet emerging demand and quickly respond to colleagues' needs. Please share any comments, feedback or suggestions with the Health and Wellbeing Group or email

[HealthyLCD@lcdwestyorks.nhs.uk](mailto:HealthyLCD@lcdwestyorks.nhs.uk)



Please email [HealthyLCD@lcdwestyorks.nhs.uk](mailto:HealthyLCD@lcdwestyorks.nhs.uk) if you would like to contact us. Please call us on 01484 487262 if you require this document in large print.



This document was published in February 2022.

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