The NHS Sport and Health programme is delivered by NHS Confederation

GOING FOR GOLD: Inspiring Results For Workforce Health, Well Being And Performance
SPORT & PHYSICAL ACTIVITY CHALLENGE
Getting more staff more active...
am delighted to present this document, which looks at the experiences of a number of NHS bodies in taking up the NHS Sport and Physical Activity Challenge – inspired by the 2012 London Olympic and Paralympic Games. As Chief Executive of the NHS Confederation, and Sport and Physical Activity Champion, I strongly support the importance of staff wellbeing as well as the opportunities which it offers to our role to deliver the very best care we can to patients, carers and the public more generally.

In 2009, the Final Report of the independent NHS Health & Well-being Review, led by Dr Steve Boorman, made clear the potential gains for the NHS from improving staff health and wellbeing. Building on this, in 2010 NHS Chief Executive Sir David Nicholson launched the Challenge. Since then, many organisations have been working to get NHS employees to become actively engaged in sport or physical activity. Across the country, many thousands of NHS staff have been walking, cycling, running and dancing their way to better wellbeing, and many NHS bodies have been reporting reductions in staff sickness, improved morale and team working – all fundamental ways for the NHS to improve its performance both as an employer and as a provider of vital services.

NHS staff are in an almost unique position in being able to demonstrate the benefits of taking the NHS’s own advice – that being active is one of the best ways of improving and maintaining physical and mental wellbeing – as well as being fun and a great way to build networks and support.

Our analysis shows clearly that there are significant benefits to individuals, to organisations, and to patients from taking effective, supportive action to promote the health and wellbeing of staff through sport and physical activity. I look forward to seeing more examples of how NHS bodies are taking the lead as exemplary employers and in improving the services we deliver.

I am grateful to Sue and Jane for putting the document together and to all of the many colleagues who sent us contributions to include as case studies and who were willing to share their ideas and experiences.

Mike Farrar
1. INTRODUCTION – THE NHS SPORT AND PHYSICAL ACTIVITY CHALLENGE

2. THE NHS SPORT AND PHYSICAL ACTIVITY CHALLENGE (“THE CHALLENGE”)

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Nottingham University Hospitals NHS Trust
South Essex Partnership University NHS Foundation Trust
The Walton Centre
York Teaching Hospital NHS Foundation Trust
County-wide approach: Team Somerset NHS
Northern Devon Healthcare Trust
Leeds Community Healthcare NHS Trust
NHS East of England (East of England Strategic Health Authority)
East Quay Medical Centre, Bridgwater, Somerset
NHS North West Corporate Games
NHS North East (North East Strategic Health Authority)
North West NHS Leadership Academy
1.1 In 2010, Sir David Nicholson, CEO NHS issued a Challenge to the NHS executive community to improve staff health and wellbeing, using the inspirational power of the 2012 London Olympic and Paralympic Games as an opportunity to get NHS employees actively engaged in sport or physical activity as part of, or associated with, their NHS employment, by the time the Olympics arrived in 2012: the NHS Sport and Physical Activity Challenge (“the Challenge”).

1.2 There is a clear evidence base demonstrating that physical activity has benefits for both physical and mental wellbeing. It is recognised, for instance from the Boorman Review of the Health and Wellbeing of NHS Staff, that too few staff were meeting physical activity recommendations, and that increasing activity was likely to have a range of benefits both for individuals but for the NHS as a whole through the better health of its workforce such as improved retention and recruitment, reduced sickness and absence with its attendant costs, more effective working and better quality care for patients. The Boorman Review concluded that improvements in staff health and wellbeing could help the NHS reduce sickness absence by up to a third, resulting in an additional 3.4 million working days a year (the equivalent of 14,900 extra staff) and an annual direct cost saving and improvements of up to £555 million – and issued a challenge to the NHS and to staff to take action. The Challenge also provided an opportunity for the NHS to set a good example to the public and to other employers.

1.3 Since the Challenge was issued, a wide range of NHS bodies have accepted the Challenge and delivered tangible results in terms of numbers of participants – but also a range of other benefits including improved team working, staff morale and reduced sickness and absence.

1.4 This paper:
• summarises progress and experience to date on the Challenge
• identifies some common lessons and benefits which will be shared more widely to promote greater take up and more effective investment
• illustrates some of the achievements of some of the participating organisations and summarises the key elements of the programme in its next phases
OUTLINE OF THE CHALLENGE

2.1 The Challenge consists of a range of sport and physical activity programmes designed to maintain and promote a healthy lifestyle and encourage staff to get more physically active. The focus was on NHS people challenging each other and themselves to increase their involvement in fun and active physical activity and improving their health and wellbeing resulting in better patient care and to create better role models for patients.

2.2 The Boorman Review highlighted a significant issue around health and wellbeing of staff, and the need to take sustained action. The proximity of the 2012 Olympics was issued to give a focus and impetus as part of a major drive to create a lasting legacy leading up to and beyond 2012: NHS staff were encouraged to use this as a catalyst for change.

2.3 The Challenge had two main elements – national activity and local responses. At a national level, key activities included:

★ Raising the profile of the programme
★ Creating and maintaining a momentum through a website and updates
★ Creating and promoting a number of national partnerships (see below)
★ Recognising success through an accreditation scheme (see below)
★ Using the website and updates to promote good ideas and provide further encouragement and support

2.4 The national activity is led by Mike Farrar, Chief Executive of the NHS Confederation and national Tsar for Sport and Health, and supported by the National Programme Director; Sue Henry. This national programme was supported by the London Organising Committee of Olympic Games (LOCOG) and Jonathan Edwards CBE, former British Gold Medal Triple Jumper; deputy chair of the Nations and Regions group sits on the steering group. The national programme director has been supported by a team of NHS Regional 2012 Ambassadors, who provided support in each region. The programme provides support and information about how to set up sports and physical activities within the NHS, providing easy, cost effective and fun ways of improving staff health and well-being.

2.5 All NHS bodies were encouraged to set up their own local programmes.

NATIONAL PARTNERSHIPS

2.6 The team worked with a number of national governing bodies of sports to create opportunities and support for NHS staff to participate in sporting activities as well as creating an NHS Walking Challenge. This provided a range of easy to access programmes which local NHS bodies could use, including:

★ Football Fives with the Small Sided Football Federation
★ NHS Walking Challenge with Walk England
★ Bringing Cricket to the NHS with the English Cricket Board
★ NHS Touch Rugby with the Rugby Football League and Union
★ Disability Sport
★ Racketball
★ Swimming
★ Instant Ping Pong
★ British Cycling – The Breeze Network
★ Netball with Netball England
★ NHS Fun Triathlon
★ Nordic Walking
★ Hockey
★ Cycling

REWARDS FOR STAFF

2.7 The team also worked with some of the London 2012 Sponsors to negotiate opportunities for NHS staff to be rewarded and recognised for participating in the Challenge. This included:

★ 20 torch bearer slots from Samsung
★ Some NHS staff had the opportunity to tour the Olympic Park
★ Atos Origin provided meeting rooms and refreshments for the national NHS (2012) Challenge steering group as well as expertise in developing a business plan for developing and delivering the Challenge.

LOCAL PROGRAMMES: ACCREDITATION PROCESS

2.8 In order to recognise the efforts made by NHS Bodies, an accreditation process was introduced, which offered NHS bodies the opportunity to apply for a bronze, silver or gold accreditation certificate. A copy of the criteria for each level is at Annex A. Organisations were offered the opportunity to receive their certificates at a major prize-giving ceremony.
OUTCOMES
3.1 Key outcomes for 2012 include:

* 220 organisations taking part (this excludes those organisations outside of the NHS who participated in locally run NHS programmes)
* at least 17% of NHS staff have taken part (excludes staff participating in NHS Fun triathlon and NW NHS Corporate Games)
* 68 NHS organisations have achieved accreditation certificate

BENEFITS
3.2 NHS organisations have found a number of benefits from participating in the challenge (specific examples are detailed in the case studies at Annex B):

★ Increasing levels of physical activity among staff, many of whom report that they were not previously meeting the recommended levels of activity. Many programmes are aimed at becoming sustainable by encouraging staff to try a programme and then continue it. For instance, GOSH’s staff evaluation showed that of those responding:

- 77% did not previously meet the recommended minimum of 5-8 half hour sessions of exercise a week
- 70% have as a result taken up more exercise since taking part
- 83% of respondents have felt benefits to their health and well-being as a result of these activities, which have included: increased energy, weight loss, less stress, sense of well-being and increase in social interaction

★ Using the Challenge to kick-start or expand a Health and Wellbeing strategy

★ 53% agreed that their morale has improved
★ 34% agreed that team work or their working relationships with colleagues has improved
★ 12% agreed that the quality of care they give to patients has improved

★ Better team working: many staff have commented on this both within their own immediate teams and in the opportunities which the activities have provided to meet staff in other professional groups and work areas – and that this has had an impact on their work with patients. For instance, Somerset reported that:

★ A view that the NHS is setting a better, constructive example to patients, partners and the wider community
★ Impacts on the levels of and costs to NHS bodies of sickness absence and paying agency staff. Examples include:

- Somerset calculated that the reductions in sickness absence amount to a cost saving of approximately £90,000 (using the Chartered Institute of Personnel Development average cost of sickness absence per public sector worker figure of £647 per employee)
- Gateshead found the following impacts of the Trust’s Health and Well-being Strategy from its inception in December 2010 up to 31 March 2012:
  - Sickness absence reduced by 0.52%
  - Short-term absence rate reduced by 0.53%
  - Days lost (FTE) due to sickness reduced by 0.15%
  - Sickness absence direct costs reduced by £918,081
  - Bank/agency/locum spend reduced by £1,180,127

This represents a saving of just over £2,000,000 to the Trust.
NATIONAL FINDINGS

3.3 Key national lessons include:

★ Many NHS bodies have embraced the Challenge and can demonstrate significant numbers of staff getting involved and giving very positive feedback about the nature of the Challenge — key in enabling NHS bodies to meet national priorities including supporting better health and wellbeing among staff with its concomitant benefits in morale, team working and reduced sickness rates, and patient experience.

★ The creation of a national movement — the Challenge - has given NHS bodies impetus to take action: although some Trusts were able to build on their existing health and wellbeing activities, for many the Challenge provided the impetus to take first steps in creating an organisation-wide programme targeted at getting staff more active using sport and physical activity.

★ Organisations have obtained value for the NHS by using the Challenge to forge new partnerships both within the NHS and with external bodies in the public, private and not for profit sectors. For instance, Somerset formed partnerships with 152 local sports and physical activity related businesses which provided the NHS staff taking part with discounts, special offers and special events.

★ The Challenge has provided local momentum and sufficient evidence of benefits to convince local decision-makers to continue supporting and funding activities in many cases. Many Trusts are reporting increased morale, team-working and are using the findings to underpin their wider Staff Health and Wellbeing programmes: however, many report that without this remaining a major priority, activity will dwindle away again.

★ Initiatives like this depend on the commitment and enthusiasm of a core team of people — in this case, giving their time for free. If this level of project management and resource is not on-going, momentum dwindles.

★ Visible and on-going support from Boards and senior managers is crucial: otherwise staff do not feel they have permission to participate and that the organisation does not really support health and wellbeing.

★ Small local bodies can get involved, particularly where there is an overarching programme which they can join.

KEY LESSONS FOR INDIVIDUAL ORGANISATIONS

3.4 We will be sharing lessons widely with NHS colleagues. Organisations have approached the Challenge in different ways. For instance, some have commissioned external bodies to provide expertise and/or additional capacity, whilst others have looked within the organisation recognising that much of the expertise lies with the staff themselves. Some have been able to access funds, and all have relied on the goodwill and time donated by a range of staff.

3.5 Common learning points made by successful NHS bodies include:

RESOURCES

★ Building partnerships is very beneficial: organisations can provide benefits in kind, because they also benefit. For instance, NHS bodies were able to get discounts and special offers for staff, but the provider benefited.
3. KEY OUTCOMES AND BENEFITS

because the NHS body promoted their services to staff
★ Web-based approaches can help to engage large
numbers of staff particularly when they are split over
several sites
★ Several ideas on how to make projects sustainable,
but they do require staff to make a contribution to
costs, and for the Trust to support some staff in project
managing the programme – including spending time on
communications and evaluation
★ Using the Challenge to promote much of what the
Trust was already offering, including through free
activities
★ Work out who can help you, whether it is external partners
or internal expertise. Signposting staff to existing activities
provided by others – and where possible negotiating
discounts and offers – proved an effective way for many to
offer a wide range of quality opportunities for staff

SENIOR MANAGEMENT/BOARD SUPPORT
★ Getting senior managers including the Board signed up
is important

MEASURING CHANGE
★ The importance of measuring impacts and gathering
feedback – short surveys and face to face contacts
generally worked well

SECURING STAFF ENGAGEMENT
★ Work with staff to find out what they want, rather
than second guessing; keeping uptake under review and
changing it if things are not working
★ Ensuring that the programme ensured access to staff
with a range of abilities and which could be adapted
to meet the needs of the individuals. Offering a variety
of approaches made it more likely that staff would find
something which appealed to them
★ Use consumer insight and social marketing to engage
staff – this includes finding out when staff are able to do
activities, since time is usually constrained for instance by
family commitments, transport arrangements and energy
levels
★ Different organisations used different methods with
some using a project group which had a range of staff
representatives, others used Champions
★ Good communications is important for recruitment
and for keeping staff aware, involved and motivated: it
needs clear messages, using several different routes and
maintaining this throughout
★ On-going communications is key to keeping staff
involved. In many cases staff reported that their
motivation was increased on hearing how colleagues
were doing
★ Developing and running programmes does take a
big commitment of time: without this, initiatives won’t
happen
★ Fun events tend to be more popular
★ Free or discounted events were also more popular:
in many cases, Trusts were able to access sufficient
internal funding to support these but in most cases
taster sessions were free and there were charges for
continuing activities but Trusts worked hard to keep
these costs to a minimum.
4.1 A number of case studies are included at Annex B. These are a cross section of examples illustrating the different ways in which the NHS is responding to The Challenge and include details of how the organisations undertook the challenge, key lessons and outcomes, and links to other policy areas.

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<thead>
<tr>
<th>TRUST-WIDE PROGRAMMES FROM RANGE OF DIFFERENT TYPES, SIZES AND GEOGRAPHICAL LOCATIONS</th>
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<tbody>
<tr>
<td><strong>Gateshead Health NHS Foundation Trust</strong>: acute and specialist services</td>
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<tr>
<td><strong>Wirral University Teaching Hospital NHS Foundation Trust</strong>: major acute trust in North West</td>
</tr>
<tr>
<td><strong>Great Ormond Street Hospital NHS Foundation Trust</strong>: London-based paediatric tertiary hospital with a national and international remit</td>
</tr>
<tr>
<td><strong>Nottingham University Hospitals NHS Trust</strong>: major acute and specialist hospitals</td>
</tr>
<tr>
<td><strong>South Essex Partnership University NHS Foundation Trust</strong>: mental health, learning disability, social care and community services to 2.5 million across Bedfordshire, Essex and Suffolk</td>
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<tr>
<td><strong>The Walton Centre</strong>, near Liverpool, the only dedicated Neurosciences Trust in UK, catchment population of over 35 million across the North-West, Isle of Man and North Wales</td>
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<tr>
<td><strong>York Teaching Hospital NHS Foundation Trust</strong>: 9,500 staff in ten acute sites over North Yorkshire</td>
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## COMBINATIONS OF NHS BODIES COMING TOGETHER

| County-wide approach: Team Somerset NHS | Team Somerset NHS “Go For It” Challenge 2012: NHS Somerset engaged 51 bodies in a county-wide Challenge which led to significant improvements in health and wellbeing, higher levels of activity, successful weight loss and an estimated reduction in sickness absence - a cost saving of £90,000 |
| Northern Devon Healthcare Trust: combined acute and community services | Step Challenge both for Trust itself and all NHS bodies including CCGs and primary care practices in Devon, Plymouth and Torbay. 1560 individuals in over 300 teams took part totalling 500,000,000 steps |
| Leeds Community Healthcare NHS Trust: 3,000 staff providing range of community and specialist healthcare services for adults and children | Working in partnership with other NHS bodies and Leeds City Council to create the Have Fun Feel Good Leeds campaign, backed by a suite of opportunities and challenges for staff |
| NHS East of England: 37 NHS bodies in the area | Staying Healthy at Work included work stream on Sport and Physical Activity; network of champions set up and promoted range of activities and measured before and after to demonstrate impact |

## PRIMARY CARE PRACTICE

| East Quay Medical Centre, Bridgwater, Somerset | Got 55% of staff to participate both in the county-wide Go For It Challenge and in locally organised taster sessions and other Challenges; staff have lost weight, improved team working, sickness rates have improved and staff report being better able to talk to patients about lifestyle issues |

## MASS PARTICIPATION EVENT

| NHS North West Corporate Games | Around 1000 NHS staff took part in an Olympic style sports day in Merseyside including doctors, nurses, porters, administrative and ambulance staff from 24 NHS trusts in Merseyside, Greater Manchester, Lancashire and Cheshire, including football, netball, badminton, rounders, table tennis and athletics; as a result, most of the participating trusts now run regular sports clubs themselves |

## EXAMPLES OF HOW NHS BODIES CAN INFLUENCE OTHER ORGANISATIONS TO PARTICIPATE

| NHS North East (North East Strategic Health Authority – SHA) | The Workforce Workfit Challenge: designed an overarching programme with high levels of sustained publicity and reflecting social marketing principles to engage some 10,000 employees across the Region in physical activity, including eight NHS Trusts and eight businesses which received grant funding to develop and deliver programmes in 2011/12 contributing to the overall Challenge |
5.1 Since its inception, it has been increasingly recognised that it offers an effective route for NHS bodies to meet other priorities, including those responsibilities required of NHS organisations by:

- The new NHS Constitution which commits the NHS to providing support and opportunities for staff to maintain their health, well-being and safety
- Making Every Contact Count: promoting healthier lifestyles to patients
- The Department of Health Five High Impact Actions

5.2 It is clear from feedback from NHS bodies that it was the creation and promotion of the national Challenge programme that inspired them to take action. Those that have are reporting significant benefits across a range of indicators. This is providing momentum for them to continue activity, but also a bank of case studies and lessons which can be used elsewhere both in the NHS and more widely and which can therefore support NHS bodies in meeting the requirements of the NHS Constitution.

5.3 Although the NHS Sport and Physical Activity Programme predominantly aimed to encourage staff to be more active, many organisations have reported benefits in other policy areas, typically team building, staff morale and better working relationships across Departments as colleagues who do not normally mix are able to meet each other informally. The leading role being played by the NHS in local communities and the publicity that Trust activities has generated has also raised the profile of health and wellbeing locally, and gone some way to dispelling the poor press associated with figures showing that NHS staff are no more likely to lead healthy lives than others, and to demonstrate that change and success are possible. This is particularly important to implementing Making Every Contact Count, and most particularly for those staff whose role includes encouraging patients to change their lifestyles who are now better able to set an example and empathise with patients.

5.4 Although resource is an issue for all, in many cases, NHS bodies have used their scale to build mutually productive relationships with local businesses, either those who are now promoting the wellbeing of their own workforces, or who are providers of relevant health and wellbeing services who have welcomed the opportunity to partner with a major local employer and offered NHS staff discounts accordingly. Nonetheless, success does depend on organisations making resources available for project management, coordination and communications.
Some organisations set out to measure impacts on the human and financial costs of sickness levels and absence rates, and on the impact on staff interactions with patients. In these cases, Trusts were able to demonstrate a substantial financial benefit. Others showed clear opportunities to deliver the Five High Impact Actions including:

<table>
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<tr>
<th>KEY PRIORITIES</th>
<th>OPPORTUNITY THROUGH THE CHALLENGE</th>
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<tr>
<td>Local evidence-based plans: partnership with staff and using good practice to produce workable effective plans:</td>
<td>The Challenge has shown a number of good practice examples including engaging staff in planning and implementation</td>
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<tr>
<td>Leadership: such as visible leadership for staff health and wellbeing, healthier eating and higher occupational health standards:</td>
<td>The Challenge has shown the value – and benefits – of clear support from the most senior managers particularly in bringing about major changes in local practice and enabling staff to participate</td>
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<tr>
<td>Management capability: making health and wellbeing a core part of the whole staff management process:</td>
<td>Bodies successfully participating in the Challenge have created (or built on existing) wellbeing strategies, consulted with staff to create options that are more likely to work, and put a major focus on wellbeing</td>
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<td>Improved occupational health services: all NHS occupational health service will need to be accredited:</td>
<td>Several responses to the Challenge have included a focus on improving occupational health with tangible, positive outcomes for instance in reducing absence due to stress and to musculo-skeletal problems</td>
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<tr>
<td>Staff taking personal responsibility:</td>
<td>The Challenge has led to significant numbers of staff becoming more active and several Trusts have been able to demonstrate reductions and cost savings from sickness</td>
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As a priority for the future, we plan to support NHS bodies in recognising the links between investment in staff health and wellbeing and outcomes in other key priority areas including recruitment, retention, staff absence and sickness levels, impacts on the patient experience and that the Challenge is an effective way to achieving priority goals set out in the NHS Constitution, Five High Impact Changes and Making Every Contact Count. As a next step we plan to carry out some analysis of which examples work best.

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NHS SPORT AND PHYSICAL ACTIVITY PROGRAMME
APRIL 2013
ANNEX

A
The NHS Sport and Physical Activity Challenge accreditation framework is split into bronze, silver and gold levels. The proposed award criteria and incentive received for each level is outlined in the table below:

<table>
<thead>
<tr>
<th>LEVEL OF ACCREDITATION AND INCENTIVES</th>
<th>MEASUREMENT CRITERIA</th>
<th>PANEL WILL ALSO TAKE INTO CONSIDERATIONS FOLLOWING MEASURES</th>
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<tbody>
<tr>
<td><strong>Bronze</strong></td>
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| • Bronze Ribbon Mark Awarded          | • Up to 5% of staff engaged in the NHS Sport and Physical Activity Challenge activities | • Innovation  
• Inclusion of wider community  
• Starting position  
• Sustainability of initiative  
• Commitment by Organisation to support NHS Challenge agenda  
• Use of monitoring and evaluation  
• Use of social marketing techniques/staff engagement in determining the type of activities on offer | |
| • Regional publications              | • Signed up to the Public Health Responsibility Deal-Physical activity/workplace |                                                          |
| • Inspire Mark                       | • At least 2 NHS Challenge activity offered to staff |                                                          |
|                                       | • All NHS Sport and Physical Activity Challenge activities support the NHS equality and diversity agenda |                                                          |
|                                       | • NHS Sport and Physical Activity Challenge embedded within Organisation Health & Well-being Strategy |                                                          |
| **Silver**                           | As above plus        |                                                          |
| • Silver Ribbon Mark Awarded          | • Between 5% and 15% of organisation staff engaged in the NHS Challenge activities | • Evidence of activities being offered during the working day  
• Time allocated for staff to arrange/participate in activities | |
| • Regional publications              | • At least 3 NHS Sport and Physical Activity Challenge activities offered to staff |                                                          |
| • National Publications              | • Evidence of improvement to employee |                                                          |
| • Inspire Mark                       | • Evidence of wider sustainability agenda eg walking/cycling |                                                          |
|                                       | • Evidence of Board level engagement and leadership |                                                          |
|                                       | • Evidence of links to improving patient care/Making every contact count |                                                          |
| **Gold**                             | As above plus        |                                                          |
| • Gold Ribbon Mark Awarded            | More than 15% of organisation staff engaged in the NHS Challenge activities |                                                          |
| • Regional publications              | • Evidence that the NHS Sport and Physical Activity Challenge has had a positive impact on sickness absence/staff morale within organisation |                                                          |
| • National Publications              | • Evidence of links to wider sustainability agenda eg walking/cycling |                                                          |
| • Opportunity to be put forward for national award / other opportunities to engage with 2012 rewards & incentives | • Engagement of wider community and partners in NHS Sport and Physical activity challenge |                                                          |
| • Inspire Mark                       | • Evidence of Board level engagement and leadership |                                                          |
1. About the organisation

Gateshead Health NHS Foundation Trust provides mainly acute hospital services, most of which are delivered to the 200,000 people who live in Gateshead, with a range of specialist services being provided for people from a much wider geographical area. The Trust has an income of around £170m per year and employs over 3,400 staff. The Trust has had a staff Health and Well-being strategy since October 2010, which aims to:

• Create a safe and healthy environment and working conditions for staff;
• Improve the physical and emotional well-being of staff;
• Encourage and support employees to develop and maintain a healthy lifestyle;
• Support people with manageable health conditions or disabilities to maintain access to or regain work;
• Improve the quality of working life for staff; and
• Create a healthier, more engaged workforce, thus optimising patient care.

2. How the Trust responded to The Challenge

The Trust used the Challenge to raise the profile and increase the range of activities available to staff. Key elements included our own Gateshead mini Olympics (which included 20k cycle ride for staff, friends and family, 2 hour Zumbathon, guided walk to local award winning park for picnic and a Tai Chi Breakfast). In preparation, staff were offered a series of “boot camps”. The Trust used these new activities which were free of charge to give staff a taste of what the Trust offers – as a result, uptake in the current physical activity programme has increased.

3. How you did it

The Trust has long been a proponent of staff health at work and has an excellent track record in a number of areas relating to staff health and well-being. Under the auspices of Improving Working Lives and as part of interventions to reduce the causes of work-related stress, several sports and physical activities were initiated and were well received. In October 2010, the Trust launched its Health and Well-being Strategy with the involvement and support of Staff Representatives, which aimed to bring under one strategy a number of key strands relating to staff HWB.

We have five separate work streams under one strategic umbrella:

• Caring for You – concerned with keeping staff well at work and preventing absence;
• Safe Working – concerned with keeping staff safe in the workplace by minimising risk;
• Mindful Employer – concerned with supporting staff with mental health issues;
• Health promotion – concerned with encouraging staff to lead a healthy lifestyle by, amongst other things, increasing physical activity and taking regular exercise; and
• Improving Working Lives – concerned with supporting staff to create a good work-life balance, and to improve the quality of their working lives.

This holistic approach to staff health and well-being has enabled the Trust to focus on a proactive approach, to prevent staff developing health concerns by aligning a wide range of elements to support the health and well-being of the workforce.

Implementation of the strategy was accompanied by a robust communications and engagement plan and...
involved using an innovative branding of an orange umbrella to help staff to associate the various events and activities with the new strategy.

Increasing regular physical activity amongst staff as part of a healthy lifestyle is viewed as one of the key outcomes of our strategy, which cuts across a number of our strategy work streams. A suite of branding templates was used to raise staff awareness of the aims of the strategy via screensavers, flyers, posters, display stands, pens etc. and to engage them in a range of activities to promote healthy lifestyles and remain well and motivated to work for the benefit of the patient. Staff are offered a wide range of programmes both within the Trust and with external providers, many of which are subsidised or subject to discounts.

There has also been promotion around:

- Staff using stairs instead of lifts – local school children have been invited to design posters to use in stairwells
- Walk to Work Week – the organisation has taken part in the last 3 annual events, and will take part again in 2013
- W82go and 7 Steps to Healthy Eating, our weight management service for staff, which also promote physical exercise
- Physical exercise as part of Adult Learners week annually, and IWL Admin and Clerical Promotion Days, where Zumba and Salsa dancing have been offered as a free taster for staff

All activities are available to all staff, regardless of job band, part-time, full-time, gender, age or ability. Many promotions and activities are scheduled during the working day as well as during lunch times, early morning to catch people before and after work (Breakfast Tai Chi) or early evening, which is as a result of canvassing staff at events about their preferred times to exercise. Our Chief Executive made a personal commitment to the games and actively encouraged managers to allow staff time out to attend wherever possible. We make every effort to ensure that all staff have access to information regarding each activity, a number of methods of advertising are used.

The programme of activities has been developed to ensure access to staff with a range of abilities and can be adapted to meet the needs of the individuals e.g. Tai Chi can be done sitting down; health walks are risk assessed and health needs taken into account; exercise advice at W82go is tailored to the individual.

The NHS Sport and Physical Activity Challenge gave the organisation additional impetus to demonstrate its commitment to this strand of the strategy and to share good practice with other NHS organisations.

Using the 2012 London Games as a launch pad, the Trust organised our own Gateshead mini Olympics – Ahead of the Games. A successful bid was made to NHS North East for funding to finance a range of activities, including:

- 20k cycle ride (for staff, friends and family)
- 2 hour Zumbathon
- Guided walk to local award winning park for picnic
- Tai Chi Breakfast

In preparation for the games in May 2012, staff embarked on a series of “boot camps” including: a 6 week cycling programme with charity “WATBike; 10 week Zumba and Tai-Chi classes using qualified instructors and guided health walks and a series of maps and directions posted on the HWB website so that staff can “take themselves for a walk” when they are able.

Participation in these events, (which was free of charge for all members of staff who took part), allowed staff to have a taste of what the Trust offers, and as a result uptake in the current physical activity programme has increased.

Longer-term impact of the strategy is measured and monitored in a number of ways and ongoing improvement is sought. The following measures are being used:

- NHS annual Staff survey;
- Reduction in overall sickness absence rates;
- Reduction in number of days off sick due to musculo-skeletal problems;
- Reduction in number of days off sick due to stress, anxiety or depression;
- Reduction in staff turnover;
- Reduced spend on bank/agency/locum;
- Trust-wide stress risk assessment;
- Local stress risk assessments;

Progress against action plans is monitored and reviewed by the HWB Steering Group with regular reporting to the HR Committee and JCC.

All activities are subsidised from the HWB budget, so that staff are able to access them at a much reduced cost. The Trust has attempted to incentivise staff to participate in activities. Some activities are free (e.g. health walks). Our
intention is that the Trust heavily subsidises activities in the first instance to incentivise staff to participate. Once classes have established and staff are willing to pay a little more (but still half the price of a normal class), they are willing to carry on and the funding can then be used to initiate a new activity with a greater level of subsidy.

In preparation for the mini-Olympics, orange recruitment packs were distributed to each HWB Champion on departments. A prize was given to the Champion who recruited the most staff to participate in the games. During the mini Olympics, all of the activities were free to staff, and everyone who took part in one of the events was entered into a draw to win a Wii Fit. All participants also received a commemorative token of the London 2012 Games and a certificate of achievement.

The Tai-Chi breakfast included a healthy start to the day, supported by the Catering Department, and orange umbrella-branded picnic boxes were supplied to staff who picnicked in Saltwell Park after their walk. “Freebies” such as pedometers and water bottles are given out to staff taking part in some activities.

Throughout the year the HWB team has a timetable of activities and promotions. Information is provided to staff regarding the health benefits that physical activity can promote. Case studies and success stories are published in the bi-monthly staff newsletter which celebrate the achievements of individuals and groups of staff, and are also used on display stands, which raises awareness of activities amongst other staff members and the health benefits they are experiencing.

4. What were the outcomes?

Key metrics provide an indication of the impact of the Trust’s Health and Well-being Strategy from its inception in December 2010 up to 31 March 2012:

- Sickness absence reduced by 0.52%
- Short-term absence rate reduced by 0.53%
- Days lost (FTE) due to sickness reduced by 0.15%
- Sickness absence direct costs reduced by £918,081
- Bank/agency/locum spend reduced by £1,180,127

This represents a saving of just over £2,000,000 to the Trust

Since the HWB Strategy was implemented, around 410 staff have been engaged in physical activity, which is around 12.5% of the workforce.

Evaluations were carried out for most of the activities undertaken. Results of these evaluations have shown that the majority of individuals who have taken part in the physical activities on offer have not only increased their physical activity, but have also experienced the following health benefits:

- Prior to taking part in Zumba 90% of respondents did not meet the recommended minimum amount of exercise per week. 10% met the minimum amount of 5 – 8 half hour sessions of exercise per week.
- 83% of respondents have been encouraged to take up other forms of exercise since attending Zumba.
- 93% of respondents have felt benefits to their health since taking part in Zumba including increased energy, weight loss, less stress and social interaction.
- Prior to taking part in netball 83% of respondents did not meet the recommended minimum amount of exercise per week. 16% met the minimum amount of 5 – 8 half hour sessions of exercise per week.
- 75% of respondents have been encouraged to take up other forms of exercise since taking part in netball. Including jogging, aerobics, bike riding, swimming, Zumba, kickboxing, running and walking.
- 83% of respondents have felt benefits to their health since taking part in netball including increased energy, weight loss and social interaction.

Additional comments include:

“For me Tai Chi has given me a place of calm and deep breathing and concentration which is both relaxing and hard work! It works my body and mind without being stressful to either of them.”

“Now lost four stone, Zumba has helped with the last 10lbs since it started. I was static with weight loss before so am very pleased”

“Tai-Chi sessions are particularly beneficial for those of us suffering medical conditions which prevent us from taking part in high impact exercise. Amanda, our coach and tutor has proved to have endless patience and even in just a few weeks I find that I am overall in less pain, with improved balance and co-ordination.”

Organisationally, through the local questions in our Staff Survey 2011, we know that:

- 61% of respondents agree that the Trust takes seriously the health and well-being needs of staff (up from 59% in 2010)
- 67% feel their immediate manager is effective in supporting their health and well-being needs (up from 65% in 2010)
5. **TAKING THE PROGRAMME FORWARD**

* 73% of respondents feel the Trust is a good place to work (72% in 2010)
* 21% feel under pressure to attend work feeling unwell (23% in 2010)
* 26% have felt unwell due to work-related stress in the past 12 months (top 20% of trusts)

A full update and evaluation of the Trust’s HWB Strategy was presented to the HR Committee in June 2012. Key points were as follows:

**Physical activities summary evaluation**

The Trust has provided a range of subsidised physical activities to staff including netball, Zumba, bike training and Tai chi. Other initiatives include the Go Gateshead scheme; subsidised gym membership for staff, regular walking events and our own mini Olympic Games – Ahead of the Games. An overall summary evaluation demonstrates the following key themes and trends:

- 512 members of staff took part in physical activity in the preceding 12 months as part of the Trust’s HWB Strategy initiatives, which represents 16% of the workforce. 22% responded to our evaluations, which told us that:
  - 77% did not previously meet the recommended minimum of 5-8 half hour sessions of exercise a week;
  - 70% have as a result taken up more exercise since taking part;
  - 83% of respondents have felt benefits to their health and well-being as a result of these activities, which have included: increased energy, weight loss, less stress, sense of well-being and increase in social interaction.

**“Ahead of the Games” Mini-Olympics**

An on-line questionnaire was circulated to participants, via Survey Monkey. In total 25 responses to the questionnaire were received. 93 individuals took part in the Games, giving a response rate of 27%. Key points were:

- Prior to the mini games, 75% of respondents did not achieve at least 5 half hour sessions of moderate physical exercise per week. Following participation in the Mini-Olympics, 76% of respondents intended to take more exercise, either through Trust activities or nearer home;
- 96% of respondents said their mood was uplifted after they had taken part in Ahead of the Games;
- 96% of respondents experienced benefits by taking part in Ahead of the Games:
  - 64% had increased energy
  - 52% were less stressed
  - 76% interacted with people they normally don’t

In January 2011, the Trust achieved the Investors in People Health and Well-being Good Practice Award – the first hospital trust in the region to do so.

5. **Links to other priorities and policy areas**

The Trust employs over 3,400 staff, many of whom live locally. As a result, the Trust plays a significant role in the local economy and has the potential to impact positively upon the health status of the local population, both directly to staff but also indirectly to families and friends and by raising the profile of health and wellbeing to the population more generally and demonstrating that sport and physical activity can be achievable, beneficial – and fun.

The Trust has an extensive communications strategy to support its Health and Wellbeing programme, which includes the importance of staff remaining well and motivated to work for the benefit of patients, as well as supporting their own health and wellbeing.

Organisationally, through the local questions in our Staff Survey 2011 the Trust has been able to demonstrate the following changes:

- 61% of respondents agree that the Trust takes seriously the health and well-being needs of staff (up from 59% in 2010)
- 67% feel their immediate manager is effective in supporting their health and well-being needs (up from 65% in 2010)
- 73% of respondents feel the Trust is a good place to work (72% in 2010)
- 21% feel under pressure to attend work feeling unwell (23% in 2010)
- 26% have felt unwell due to work-related stress in the past 12 months (top 20% of trusts)

6. **Lessons/ideas to share**

- Effective measurement can show the Trust the value of making an investment of this nature
- Using the Challenge to promote much of what the Trust was already offering, including through free activities
- Ensuring that the programme ensured access to staff with a range of abilities and which could be adapted to meet the needs of the individuals e.g. Tai Chi can be done sitting down; health walks are risk assessed and health needs taken into account; exercise advice at W82go is tailored to the individual
- It is very important not to try to “second guess” what
activities staff will want to participate in. We began by offering what we thought people would want e.g. surfing at the local leisure centre and found that it was not a popular choice. We found if staff were actively engaged in deciding what the activities should be, they were much more likely to participate themselves, as well as to encourage others.

The organisation and communication of events took the HWB Team much more time and energy than anticipated. In future years, we will do more to engage HWB Champions in helping with the organisation and staging of events, to create more capacity.

7. Next steps

The Trust’s HWB Strategy continues to be updated and refreshed and a timetable of events and activities is agreed by the HWB Steering Group. Since the summer events, a five-a-side football tournament involving approximately 60 participants took place in October 2012. The team has been involved in promoting Pilates and yoga taster classes with a view to beginning regular classes in early 2013. In addition to promoting physical activities, the team promotes various events to raise morale such as a “Movember” competition; a Singing Group and a Christmas Quiz.

WIRRAL UNIVERSITY TEACHING HOSPITAL NHS FOUNDATION TRUST

1. About the organisation

Wirral University Teaching Hospital NHS Foundation Trust is one of the biggest and busiest acute NHS trusts in the North West region, with an income of £274m in 2011/12 and employing more than 5,500 staff. It provides a full range of acute healthcare services to around 400,000 people across the Wirral peninsula, Ellesmere Port and Neston, operating from two principal sites (Arrowe Park and Clatterbridge Hospitals) and two smaller sites for outpatient and X-Ray services.

2. How the Trust responded to The Challenge

The Trust commissioned The M&M Partnership which set up a programme called Fitter for Health™ which it manages in partnership with Trust staff. Using the brand, the programme promoted a range of physical activities including creating running and walking trails and a wide range of activities, supported by a Pledge Pack, materials, website and senior leadership support.

3. How you did it

It was decided to follow a social marketing approach to encourage long term behaviour change among staff, starting with research to identify perceived barriers to activity and the triggers that might encourage uptake. Time and opportunity appeared to be the principal barriers and the Trust resolved to provide a variety of opportunities, rather than focus on one major sport. The Trust’s response to the Challenge was branded Fitter for Health™, as evidence from Sport England of previous workplace based initiatives showed that an umbrella brand increased awareness and improved outcomes. A Steering Group, chaired by a non executive director; and reporting directly to the Trust board, was established to oversee the programme with representation offered to other NHS organisations in the Wirral and the local council.

The Chief Executive at the time of the programme’s launch produced his own video diary of his running activities, making it clear that he was not a natural athlete but that he could evidence the benefits of his running compared to his previous inactive period, which predated his arrival at the Trust.

The Board launched the programme by holding their own Board Challenge, in which teams of two (one Executive Director and one Non Executive Director) measured their steps using pedometers over three
months, publishing monthly results on noticeboards and the
staff intranet. The follow on from this was a series
of Beat the Board challenges in which staff challenged
participating Board members to see who could walk the
most steps in the challenge periods. Staff taking part were
drawn from several different parts of the workforce,
including security, nursing, facilities and clinical.
Since the launch, activities have included:
• Production of a Pledge Pack to help staff make a pledge
to themselves to increase their level of physical activity.
Mugs, T-shirts and logobugs were included with the
Pledge Pack in a branded bag
• Introduction of a new Fitter for Health™ Foundation
Award as part of the Trust’s annual staff awards
scheme. In the first year, we successfully nominated
the Fitter for Health™ Foundation Award winner as an
Olympic torch bearer
• A dedicated Fitter for Health™ section on the Trust
intranet signposting staff to local resources, classes
and advice, with a calendar of events and a dedicated
Facebook page to complement the staff intranet (www.
facebook.com/treatingyouwell)
• An inaugural Fitter for Health™ Day in July 2011 on
the Clatterbridge site, with 40 sports and activities
exhibiting or offering taster sessions.
• A second Fitter for Health™ Day on the Trust’s Arrowe
Park site in 2012, with an It’s a Knockout competition
involving 240 staff (including directors) and an
exhibition area of sports and activities taster sessions.
• A third Fitter for Health™ Day will be held at Arrowe
Park in July 2013, again featuring It’s a Knockout and
a number of activities for children and adult visitors
(climbing wall, bungee trampolines, inflatable 60’
obstacle course, archery, cycle smoothies)
• Creation of a way marked 2012m ‘legacy’ running/
walking track on the Clatterbridge site, with initial run/
walk on Fitter for Health™ Day 2011
• An indoor signposted half mile walking route on the
Arrow Park site, marked with distances and calories
burned. ‘Walk and Talk’ sessions on the route between
staff and Directors.
• Outdoor signposted running routes (2k and 4k
options) in Arrow Park - a public park alongside the
main hospital site
• Introduction and promotion of on site table tennis,
Zumba and Pilates classes and golf taster sessions using
inflatable golf nets
• Installation of outdoor table tennis tables on both sites
• Securing of free passes for British Military Fitness
outdoor classes
• Subsidised membership for local authority gyms and pools
• Using human interest stories to motivate staff and
create a ‘demonstration’ effect, which is an integral part of
the social marketing approach
The outdoor track that has been marked out in Arrowe
Park is accessible to all members of the public. Every marker
post carries a sign saying “This track has been marked by the
Fitter for Health team at Wirral University Teaching Hospital
for you to enjoy at your own pace” and an explanatory
poster at the start of the run reinforces that message.
The outdoor track at Clatterbridge Hospital is on Trust
property, but we have a large number of visitors to the
site, to use the restaurant, to visit patients or to conduct
business, all of whom can use the track or who can read
the sign explaining its provenance and purpose and be
inspired to walk or run. Other NHS organisations on the
site are Clatterbridge Centre for Oncology and Cheshire
and Wirral Partnership Trust, so their staff and visitors are
also exposed to the message.
The indoor marked walk in Arrowe Park Hospital is
accessible to the public, as it has been designed to avoid
any private areas or sensitive patient areas. The sign
explaining the route is alongside the main lifts inside the
main entrance.
We also believe it is important to show visitors to the
Trust that we are encouraging staff to get fitter, as the
NHS should be seen to practice what it preaches. The
publicity makes that very clear.

4. Joining forces (if applicable)

The Trust and its partner (the M&M Partnership which
has managed the communications and social marketing
aspects) sourced providers to offer taster sessions,
information and discounts.

Outdoor track on Clatterbridge site is also accessible
to other NHS organisations on the site (Clatterbridge
Centre for Oncology and Cheshire and Wirral
Partnership Trust as well as to members of the public.

5. What were the outcomes?

The organisation has chosen to make its Fitter for Health
programme central to its Health and Wellbeing Strategy
so that fitness and physical activity is mainstream within
the Trust, rather than a campaign for a limited period.
It will therefore be easier to roll out the Health and
Wellbeing Strategy as a mechanism already exists and
awareness is already high.
Around 700 staff have so far made a pledge to increase
their physical activity levels and informally, we receive
reports from staff who say that the campaign has
provided them with the reason to get moving.
The outdoor track marked out and signposted on the
Clatterbridge site is being used regularly by runners
and walkers. The track is also accessible to other NHS organisations on the site and to members of the public. There is a sign at the beginning of the route explaining its purpose and links to London 2012.

A new Chief Executive joined the Trust on April 1, 2012. He identified the NHS Challenge and the Trust’s Fitter for Health response as a key way to improve staff morale and to raise his own profile within the Trust. He opened the Fitter for Health™ Day 2012, took part in an It’s a Knockout team and presented prizes on the day. An annual calendar of activities is now planned by a Working Group, with representation from a number of divisions and corporate services. In 2013, there will be a pedometer challenge, a treasure hunt and a cycling promotion in addition to the Fitter for Health™ Day. The Working Group also adds new signposting information to the staff intranet and issues that information through the internal communications network.

The Trust has engaged a company to find sponsorship for these activities in order to make the programme as close to cost neutral as possible. We don’t yet have measurable results from that appointment.
5. TAKING THE PROGRAMME FORWARD

6. Links to other priorities and policy areas

Linked to creation/taking forward of a H&WB strategy

7. Lessons/ideas to share

Essential ingredients were:

* Initial research to benchmark and identify the type of activities
* A non executive director leading the Steering Group as a Board committee
* Wide membership of a Working Group to disseminate information and provide feedback
* Not trying to do everything, but signposting others’ activities
* Finding others (eg hockey and netball associations) who wished to have access to the staff in order to meet their own objectives
* Recognising when an activity was not well supported and dropping it (eg golf tasters had a limited audience)
* Branding as Fitter for Health™ so that each activity was seen as part of a wider initiative
* Bringing in dedicated communications support (The M&M Partnership) to enhance in-house resources

8. Next steps

The Trust plans to continue the programme.

GREAT ORMOND STREET HOSPITAL NHS FOUNDATION TRUST

1. About the Organisation

Great Ormond Street Hospital NHS Foundation Trust, London employs 3,500 staff. We are a paediatric tertiary hospital based in Camden, serving a wide and diverse community from across the London area and also a wider community across the breadth of the UK and internationally.

2. How the Trust responded to The Challenge

The existing Sports and Social Committee at GOSH has a small budget donated from the Special Trustees. The Committee (8 in total) are all full-time staff who donate their time to run events for staff.

As a result of attending the NHS Challenge launch in summer 2010, the Joint Committee Chairs devised the Health 4 Life campaign: a diverse programme of sporting groups, taster exercise sessions, classes and courses, health and wellbeing events (“road shows”). We also publish a Health 4 Life Newsletter championing health and sporting success amongst staff, and offering advice, support, and encouragement.
3. How you did it

- We took the campaign idea to the Chief Executive and the Medical Director who offered immediate support.
- We sought executive Board level support for the campaign and secured this, with the help of the CEO and Medical Director.
- We asked Dietician, Physiotherapy, Catering, and Occupational Health departments to join the campaign by volunteering their time or expertise to help staff.
- Core Committee members agreed to volunteer their time; we then launched in December 2010 through a health event “road show” offering health/sports advice and opportunities (invited local gyms on the day), health testing, newsletter, free healthy food, physiotherapy advice, etc.
- The Sport and Social Committee carried out the work – specifically a core group of three (the two co-Chairs and the Committee Secretary).
- To set the baseline and record progress we conducted 2 Survey Monkey audits, one when the staff member had signed up to a class/course/event, and one 6 months later.
- We recognised the importance of having a holistic, fun, and varied approach. We decided to expand the existing sporting provision (football and netball groups) using research from staff needs (questionnaire), with the campaign reflective of national campaigns and trends (we were mindful of London 2012 approaching).
- We also recognised the need to offer activities aimed at all ages, sexes, and abilities, individuals and teams/offices/wards. We made events free or heavily subsidised to encourage participation. We ran health event “road shows” backed by national campaigns (Walk to Work Week, Workout at Work Day, Men’s Health Week, Love your Heart day (14 Feb) etc). On our walking tours we wore pedometers and got the Dietician to calculate our steps into chocolate bars. Our courses were 6-8 weeks long (Pilates, hula hooping), we also had a 4 week Commando training session. We had lots of “one off” classes lasting 2 hours max for various exercise/dance disciplines.
- To ensure staff were actively involved throughout, staff were asked to give us feedback face to face at health event “road shows”, by email, and through written and electronic surveys. We also created the Health 4 Life Champions email group – they were our sounding board, they disseminated news to their colleagues, and got to hear first about our events/classes/courses.
- We also kept staff up to date through email and notice boards.
- We offered a number of incentives: we gave away freebies – stress balls, fruit, mugs, health bars, and pedometers. Local gyms gave us free day passes.
- We gained the London 2012 Inspire Mark and two awards from the NHS.
- Our budget was £10,000 in 2010-2011, and in 2011-2012; it was reduced to £8000 in 2012-2013. This equates to about £2/2.50 per staff member per year.

4. Joining forces

We worked with a range of partner organisations from the public, private and not for profit sectors including: NHS London, Living Streets, local gyms in Camden and Bloomsbury, local dance and exercise teachers. Staff who had sporting/exercise/dance skills and qualifications also volunteered their time to take on classes/courses for other staff.

Through these partnerships we were able to obtain – and provide – promotion, free advertising and goodwill. We were voluntarily offered special deals from some organisations, and were able to agree similar arrangements with other local providers.

5. What were the outcomes?

- 15 to 20% of staff were actively and regularly involved in the Health 4 Life campaign from 2010 – 2012. We offer 70-80 opportunities per year to staff, including football, capoeira, netball, walking tours, Commando training, Pilates, spin class, yoga, Bollywood dancing, touch rugby club, rock climbing, running club, salsa, and much more.
- We have 10% (and increasing) of staff signed up to be in the “Champion” email network.
- We also found the following outcomes:
  - Staff morale: verbal/email reporting of an increase as our campaign progressed.
  - Improved working relationships between staff: staff spread news of our campaign amongst each other and our success increased this way as well as through normal advertising.
  - Staff sickness and absence levels: questionnaires indicated a slight decrease in sickness levels among those who took part in groups, classes etc. Questionnaires also strongly pointed towards a shift in attitude to a regular health and wellbeing focus amongst staff.
  - Significant changes in how staff think that the Trust prioritises Health and Wellbeing: our original 2010 survey indicated staff thought this was a vital part of working at GOSH and our recent 2012 surveys indicate staff are happy with the level of focus – and would like even more opportunities in this area.
- Staff feedback was universally good.
5. TAKING THE PROGRAMME FORWARD

“...the class was better than brilliant... Hope you will be able to arrange some more sessions.” (Hula Hoop class)

“It was very good....Thank you for organising, I'm considering doing more because of this!” (Spin class)

“I thoroughly enjoyed it...It was real challenging, but I am really glad I did it.”

“I have never done anything like this before. I really enjoyed it, thanks” (Commando training).

“Wish we could do more of these kind of events. Thank you very much for the opportunity to learn salsa” (Salsa)

“Excellent - I will recommend it for everyone” (Aerobics)

“Really impressed! Well done!” Chief Executive

The Health 4 Life campaign won the London 2012 Inspire Mark, a Silver NHS Accreditation award in 2011, and a Gold NHS Accreditation award in 2012. We were one of the first Trusts in London to work closely with NHS London in promoting health and wellbeing in the run up to the London 2012 Olympic and Paralympic Games.

6. Links to other priorities and policy areas

We linked the Challenge to a range of other staff-related priorities. For instance, we have a smoking cessation group. Our Occupational Health department is very active at GOSH and we also have a focus on mental health and monitoring stress levels of staff, physiotherapy support, and massage support.

The work of the Health 4 Life team has contributed to the formation of a Trust Health and Wellbeing Policy for staff at GOSH. We are part of the Working Lives Group, and meet all new starters as part of their orientation to the Trust.

7. Lessons/ideas to share

We are keen to find any lessons and ideas that we can share more widely, so please include any of these here – the following are just some suggestions:

- Initiatives like this depend on the commitment and enthusiasm of a core team of people – in this case, giving their time for free
- Senior leadership and commitment was vital to the overall success of the initiative. We sought the CEO’s support before the campaign was launched so the Executive Board were aware of our plans, and the benefits we hoped to give staff. Once we had their visible support, other staff were keen to listen and work with us
- Capacity is an issue: we were restricted by budget constraints and by how much staff were willing to pay for events. We sought extra funding and grants where we could. All monies made were ploughed back into the budget to pay for other classes. Our success meant our campaign was very popular and staff demand was high
- In terms of the most successful activities, we found that fun events were always popular (such as Bollywood dancing or laughter yoga), particularly as many of them help with stress and mental health as well as physical health. Having a wide variety of events to cater for age, ability and personal lifestyles was also good – inclusivity was a watchword for us when selecting activities
- We found that the most effective ways of recruiting and retaining participants were: offering freebies; providing free classes, heavily discounted courses and groups; continually advertising the activities, encouraging staff to nominate their colleagues for the Champions Hall of Fame in the Health4Life Newsletter
- We found that the best ways of collecting the information on participation and achievements was face to face at health event “road shows”, by email and
through online (and very short) surveys

- Building partnerships is very beneficial: organisations can provide benefits in kind, because they also benefit. For instance, we were able to get discounts and special offers for our staff, but the provider benefited because we promoted their services to our staff.
- We had to increase the amount of places available on events due to the popularity of the campaign – this involved getting staff to part-fund these events.
- In future, we would aim to try to get more funding.

8. Next steps: What does the Trust plan to do next?

As long as the funding is there for 2013-2014 the Committee plan to keep volunteering for the campaign. We will also try to get all new staff involved, keep the regulars interested and updated, and enhance the campaign with new exciting classes and courses. We will also promote regular sporting, health and wellbeing topics on the back of national campaigns and sporting events.

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NOTTINGHAM UNIVERSITY HOSPITALS
NHS TRUST

1. About the organisation

Nottingham University Hospitals NHS Trust is one of the country’s largest acute hospitals with an annual income of £780 million, and is based on three major sites around the city. We employ 13,500 staff and provide services to over 2.5 million residents of Nottinghamshire and specialist services for a further 3-4 million people from across the wider region.

2 How the Trust responded to The Challenge

Nottingham University Hospitals NHS Trust has one of the largest health and wellbeing programmes in the UK, Health and Wellbeing for You. We provide a range of opportunities for our staff to improve their health including:

- Opportunities for staff to take part in physical activities such as fitness classes, running, netball, gym, pedometer challenges and cycling
- Access to support services such as our staff physiotherapist, Occupational Health, staff counsellor and 24 hour confidential staff helpline
- Health promotion events including free health check-ups, support with smoking cessation, healthy eating and weight loss.
We built on this to respond to the NHS Challenge by setting up a Nottingham University Hospitals 2012 Challenge which comprised of a team Challenge based on our pedometer challenge and took place whilst the Olympics and Paralympics were being held, along with a range of extra team activities to see “How far can you go?”

### 3. How you did it

We set up an NUH 2012 Challenge which comprised of a team challenge based on our pedometer challenge and took place whilst the Olympics and Paralympics were being held. We added in extra activities and allowed teams of up to 5 participants and asked “How far can you go?” Activities included walking, running, cycling, swimming and rowing. It was up to the teams and the individuals as to how much they did. We had individual prize categories of Gold, Silver and Bronze for each activity plus overall winners of Gold, Silver and Bronze for those teams doing the most in all 5 activities (our pentathlon). Medals and certificates were presented to all the winning teams. Individuals having a go at all five activities got an individual “I am a Pentathlete certificate” plus we gave certificates to any individual nominated by their captain for outstanding achievements – these were mostly for team members who tried something new or motivated the rest of their team.

We recruited teams during our annual staff Health & Wellbeing week as well as recruiting through our usual engagement channels. We set up an internal team from our health and wellbeing colleagues and sent out email updates each week of how we were getting on as well as hints and tips. The majority of the feedback told us these updates were motivating and helpful as a benchmark for their own activity.

### 4. What were the outcomes?

Almost 40 teams entered the Challenge. Between all those who entered we:

- Ran 94 marathons
- Swam the English Channel 11.5 times
- Walked from John O’Groats to Land’s End 18 times
- Cycled the Tour of Britain 8.5 times
- Rowed the River Trent 3 times

### 5. Links to other priorities and policy areas

Our response to the NHS Challenge builds on the overall success of our Health and Wellbeing programme which has shown that our staff health and wellbeing has improved as a result of Health and Wellbeing for You. Our overall sickness rates have decreased in particular for musculoskeletal problems and mental health problems. Key outcomes include:

- Over 20% of staff now participate in the programme
- An increased number of staff now take part in regular physical activity opportunities and meet the recommended guidelines
- 1000 staff have had health checks of which 33% of those surveyed have committed to making a change to their lifestyle as a direct result
- Cycling has increased by 5%
- 140 staff lost a collective 59 stone through a weight loss initiative
- Staff physiotherapist has reduced absence rates for MSK problems
- Overall sickness absence has decreased
- Those who take part in physical activity have reduced absence rates

### 6. Lessons/ideas to share

- We were able to build on our past experience of what tends to work well
- Using updates: most of the feedback was that staff found these updates motivating and helpful as a benchmark for their own activity

### 7. Next steps

The results and enthusiasm took us by surprise! Feedback from the challenge showed great improvements in the health and activity levels of the staff who took part. As a result we ran another pedometer challenge in November which showed an increased uptake.

We will be running another slightly smaller multi activity challenge in summer 2013 alongside our regular pedometer challenges throughout the year.
1. About the Organisation

South Essex Partnership University NHS Foundation Trust (SEPT) provides integrated care including mental health, learning disability, social care and community services. We have an annual turnover of £350 million and employ about 7,000 people. Our services are provided across 2.5 million population of Bedfordshire, Essex and Suffolk; both from a number of hospital and community based premises, resource centres and clinics, and through a wide range of collaborations with partner organisations to deliver care and support to people in their own homes.

2. How the Trust responded to The Challenge

We devised and delivered the “Get on Track” campaign – including an 8 week challenge - and launched it after Christmas 2011 as part of the NHS Challenge, encouraging staff to engage in physical activity prior to the Olympics.

3. How you did it

The Trust recognised the importance of Staff health and wellbeing and in 2010 we achieved “Staying Healthy at Work” Accreditation and have built on this ever since. Our original Wellbeing Steering Group continued to grow and a new Wellbeing Action Group was developed taking forward the work streams identified. The key priority was to embed wellbeing with SEPT’s culture and we believe that this has contributed to the outcomes of our response to The Challenge.

The scheme is internet based in response to the challenge of reaching to all employees across a wide geographical area and three counties. This recognised geographical distances and was supported by blog style discussion forums. It was advertised as, “Be brave, sign up to our campaign and start an eight week plan to eat healthier, lose weight and get fitter; your own Olympic challenge! Go for gold and win some prizes!”

We recognised that we already had much expertise within the Trust and we identified safe and acceptable mechanisms to enable staff to use these. For instance, our internet based initiative allowed our in-house experts within mental health and community care services to provide our employees with high quality information that was relevant to their personal “Get on Track” goal. This philosophy encouraged engagement between employees via a local forum of communication. In-house experts included Dieticians, Sports Therapists, Activity Co-ordinators, Healthy Living Managers, Counsellors and Consultant Psychiatrists. This inclusive approach enabled employees to access physical, healthy eating and psychological information that could be influencing their ability to each their reach their desired goal.

4. What were the outcomes?

The initial 8 week project was completed. Currently over 120 employees have shared their personal success stories including the challenges and solutions they have encountered and found. Sharing of experience and good practice has resulted in some major healthier lifestyle changes for employees. Examples include participating in regular exercise and committing to run the 2013 London Marathon. One employee has lost 41lbs since the commencement of the initiative. Once employee used a CBT method focused on food and eating, shared by a Consultant Psychiatrist. In total 396lb were lost by the “Get on Trackers”.

All those taking part were given a “goodie bag” containing health and wellbeing information and were entered into a prize draw with the chance of winning a Health and Wellbeing Prize. The top scorers were invited to an award ceremony and received gold, silver or bronze medals. The event has successfully engaged both staff and service users with more events planned. The involvement of in-house experts and the sharing of experiences with all the employees has resulted in improved relationships between staff in different areas of the Trust, both geographically and in terms of differing job roles (clinical and non-clinical).

Participants of both “Get on Trackers” and “New Year, New You” have expressed how the support of the in-house experts and other staff involved has been so helpful. It has most definitely contributed to their own personal successes and supported them when they have been having any difficulties in achieving their personal goals.

Health and Wellbeing for employees is one of the Trust’s key priorities and the newly formed “Employee Experience Team” lead on ensuring that new initiatives are constantly evolving and that they are appropriately supporting staff. The Team works closely with the Occupational Health and Counselling Providers thus ensuring a pro-active approach to
5. **Links to other priorities and policy areas**

Staff are clear that the involvement of in-house experts and the sharing of experiences with all the employees has resulted in improved relationships between staff in different areas of the Trust, both geographically and in terms of differing job roles (clinical and non-clinical).

6. **Lessons/ideas to share**

We recognised the expertise and resources we already have within our own organisation and found ways to use these for the benefit of staff and we feel that this form of building partnerships within the organisation was crucial to the success of the initiative. Examples include:

- The in-house experts facilitated appropriate advice and support. Senior management such as Consultant Psychiatrists provided their assistance in supporting staff in their areas of expertise
- We set up an “Employee Experience Team” which regularly sent e-mails with relevant information and provided links to internet sites/internal forums

7. **Next steps: what does the Trust plan to do next?**

Due to its success, the project is on-going. New phases are being introduced that are linked with key initiatives/times of the year. Phase two was our Wii Olympics which aimed to engage and encourage both staff and service users to improve their health through sport and physical activity in the hope that the taster sessions would lead to a longer term commitment. The Employee Experience Team visited various locations. Over 300 staff and service users competed in the 100 metres race, using the Nintendo Wii computer console.

Phase three is our “New Year, New You” challenge which encompasses aspects of both phases one and two.

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**The Walton Centre NHS Foundation Trust**

1. **About the organisation**

The Walton Centre is the only dedicated Neurosciences Trust in the UK, catchment population of 3.5 million, purpose built facility and leading edge neuroradiology equipment, 103 headcount, 160 beds. Situated in the north of Liverpool the Centre has a catchment population of over 35 million across the North-West, Isle of Man and North Wales. With an international reputation in some areas of expertise, referral is accepted on the basis of clinical need from across the UK.

2. **How the Trust responded to the challenge**

The Trust Board were fully engaged with the benefits H&WB can contribute to productivity and quality. The challenge led to the development of “Work Well the Walton Way” and a comprehensive action plan. The key to the strategy and action plan success was the involvement of the Board, staff and unions in its development and implementation.

3. **How we did it**

The strategy was developed in conjunction with the joint H&WB leads the Deputy Director of HR and Chair of the Staff side. The strategy was taken through Staff Partnership Forum for consultation.

We hold an annual H&WB Open Day in collaboration with local health businesses to raise awareness with staff of:

- Obesity
- Health Promotion and Prevention
- Smoking Cessation
- Staff Engagement
- Training and leadership
- Increasing physical activity
- Alcohol and Substance Misuse

The initiatives introduced from staff engagement sessions are:

- H&WB Champions on every ward forming a virtual group
- In house weight management course
- Zumba, Pilates and Circuit Training straight from work, held locally in conjunction with a local business
- Lunch time fitness sessions to ensure access to all staff groups and shift patterns
- Bike Scheme
Running Club  
Netball Club  
Revised Intranet site including H&WB site  
NHS Discounts  
A number of polices have been revised: Sickness, Stress, Dignity at Work, Appraisal, Induction, Buying annual leave scheme, Staff Recognition Scheme, Long Service, Apprenticeship Scheme
Bespoke PRIDE leadership development course introduced  
Monthly HR Master classes  
Lead annual NW Games  
Walton’s Got Talent Night  
Walton Oscars Night  
Gym Discounts  
Revised Occupational Health SLA  
Staff Counselling  
Staff physiotherapy and alternative therapies  
Annual Army Challenge

We communicate via the champions, emails, Newsletter and Team brief. We continue to monitor via KPI reports and staff survey results and hold staff summits.

We were awarded the IIP Education and training Award and the IIP H&WB Good Practice Framework - the first Trust in the North of the country to do so.

We have been very fortunate to receive staff charitable funds to initiate some of the initiatives such as fitness equipment for the lunch time sessions, funding for the open days etc.

4. Joining Forces

The Trust works collaboratively with other Trusts especially with the North West Games, in which we Chair a steering group of over 20 Trusts. We have worked collaboratively on Army Challenge days and this year working with some local trusts to organise a Swimming Gala.

The Trust works closely with its Occupational Health provider and counselling service ensuring a pro-active service provision, having quarterly activity meetings.

5. Outcomes

Staff sickness has reduced from over 7% in January 2010 to 4% as at February 2013. This has resulted in a cost saving plus a reduction in agency spend.

Other KPIs are measured every month including turnover; exit interview data is analysed.

Staff survey results show an improvement in a positive attitude towards health and wellbeing, communication, job satisfaction and many other key areas.

Regular staff summits are held where staff can feedback to the Executive team. H&WB Champions provide two way communications with staff and H&WB leads.

Feedback from staff who attended the 12 week in-house Weight Management Course included: “the course was so informative and I have made many lifestyle changes all for the better”

In our view, happier healthier staff does improve patient quality.

We are leading the organisation/planning of the 3rd NW Games in summer 2013, which has attracted a lot of positive media attention.

Recognition

The Trust has been awarded the IIP H&WB Good practice award, Gold and Silver Awards from the NHS Sport Challenge Campaign. The HRD for the Trust won the Outstanding Leader of the Year for H&WB and the Trust was shortlisted for the Nursing Times H&WB Excellence award.

We are currently being assessed in March 2013 for the Work Place Wellbeing Charter.

Link to other priorities

The Trust Patient Experience Strategy has five campaigns one being Staff Health and Wellbeing which is led by the Deputy Director of HR linking both the staff
and patient agendas. The Trust has taken on board the recommendations and principles of making Every Contact Count, the 5 HWB High Impact Changes and The Public Health Responsibilities Deal Challenge.

Two staff in the Trust have just completed train the trainer level 2 Public Health Health and Wellbeing Champion Training Course, which will be rolled out to a vast amount of staff across the Trust ensuring we take forward Every Contact Counts and other key policies highlighted above.

Ideas to share

- The key to the successful creation of a strategy and action plan was the involvement of the Board, staff and unions in it’s development and implementation
- Continuous Staff Engagement and feedback to staff
- Taking small steps
- Identifying Health and Wellbeing Champions in all departments

Next Steps

We continue to improve and implement the action plan and taking forward a number of the initiatives to include patient’s education on healthy lifestyles during their stay with us in hospital and upon discharge.

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5. TAKING THE PROGRAMME FORWARD

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**York Teaching Hospital NHS Foundation Trust: “Move It”**

1. About the organisation

York Teaching Hospital NHS Foundation Trust originally had 4,500 staff and provided acute services for approximately 350,000 people living in and around York and a range of specialist services for over 500,000 people in North Yorkshire. In July 2012, the Trust acquired Scarborough and North East Yorkshire NHS Trust as a result, the Trust now manages ten hospital sites and has a workforce of over 9,500 staff.

2. How the Trust responded to The Challenge

Having already established a sound foundation for health and wellbeing in the Trust we felt that the 2012 London Olympics was an opportunity to inspire staff further by bringing together all our current initiatives into one locally based project called ‘Move it’. The aim was to showcase the activities we already offered and also encourage the development of a more wide ranging activity programme for staff in order to further increase physical activity. We hoped that “Move it” would act as a catalyst to empower staff to become engaged in physical activities by either organizing their own departmental activities or being involved in corporate led activities. The Olympic theme was seen as a great motivator and the intention was to ensure some sustainability for the future. Staff were challenged to put greater emphasis on team working and personal goal setting and activities took on board the fact that people have differing needs and abilities. A greater emphasis was placed on trying to encourage those who had not previously undertaken any physical activity.

The NHS Sport and Physical Activity Challenge offered the Trust the opportunity to achieve a recognised standard: our achievement of the Gold Award is a great reward for those who have participated.

3. How you did it

York Teaching Hospital NHS Foundation Trust is committed to the health and wellbeing of its staff; we consider that promoting wellbeing, including through physical activity, helps with everyday work pressures and builds a sense of community, social and teamwork skills and supports the principle that exercise is linked to satisfaction with life and reduces the risk of physical ill-health, builds greater personal resilience (both inside and outside work) and can show a measurable difference in
improving the care of patients. Health and Wellbeing is a key element of our Reward and Recognition Philosophy. Through engaging and listening to staff, we developed an extensive voluntary benefits package which aims to engage and motivate people to improve their own health and wellbeing with discounted Gym memberships, cycle schemes and offers around fitness classes and swimming and these have been extremely popular with a good take up being achieved. In addition to this the Trust signed up to the Corporate Global Challenge, a walking challenge which has now run for three years. Walking maps have been created for staff to use and a number of short sessions offered to support physical activity, e.g. Nordic walking and golf. Experience with the Corporate Global Challenge was that such initiatives generate a buzz across the organisation because it is fun, competitive and social.

The Trust built on an already established staff benefits service that included:

- Staff Benefits Manager
- Staff Benefits Committee
- Monthly Staff Lottery
- Staff Shop within the hospital
- Staff Benefits Handbook
- Annual Staff Benefits and Wellbeing Fair

None of the above incurs any cost to the Trust as it is self-funded through the staff lottery, staff shop, sponsorships and advertisements. We have a Staff Benefits Committee that comprises of staff from different areas of the Trust and union representatives. The committee debate and agree proposals for benefits offered within the Trust and the overall philosophy is staff health and wellbeing. The committee accepts bids from the Trust and various staff groups and allocates money accordingly. The committee allocated a sum of money to support the Global Challenge which enabled staff to pay a discounted fee for entry. The committee also provide sports grants to staff members (e.g. football teams, netball teams).

The introduction of a free web based weight management programme open to staff and their families supported physical activity and broadened the impact of physical wellbeing on the wider community. The Trust also supported and encouraged staff to be involved in sports fundraising activities to promote a sense of focused giving whilst being physically active in challenges like sky diving, walking and running challenges, mountain climbing and dragon boat racing. These events were organised by the Trust’s Fundraising Manager.

The Staff Benefits Committee is the sounding board for many of the initiatives proposed for health and wellbeing and has been responsible under the leadership of the Staff Benefits Manager for the introduction of Cycle Schemes, reduced cost Gym Memberships, on-site fitness classes, subsidised therapeutic activities and many one-off physical activity challenges. Having established this method of staff engagement through the committee and though regular newsletters, intranet communication, and road shows it was easy to engage staff members in the “Move It” project.

The support of the Board has been vital to the success of the project and there is a great commitment to the project from the highest level with the Chairman taking part in the walking challenges along with many senior managers and directors, a non-executive member participating in a tandem parachute jump and many of our executive team taking an active part in promoting “Move It” at Team Brief sessions and as part of their walkabout sessions. Staff Matters, the Trust monthly newsletter has also been vital to the process of engagement.

Different methods of recognising success were utilised with an award ceremony for the Global Challenge, prizes for one-off activities and self-recognition for the weight management programme which is a computerised programme which enables individuals to set their own objectives.

The Trust won the 2012 HPMA award for staff engagement and leadership through challenging times which required the Trust to demonstrate how staff were engaged through listening and acting upon the feedback received. The project we submitted was around our reward and recognition agenda which included all the work around physical activity.

4. Joining forces

We have established relationships and partnership working with York City Council and York and St John University.

5. What were the outcomes?

Staff Survey results and feedback from patients:

In the best 20% scores for acute Trusts:

- Staff health and wellbeing indicator
- Staff suffering work related stress
- Staff intention to leave
Above average for:

- Staff engagement indicator
- Staff recommending the Trust as a place to work or receive treatment

Linked to our HR indicators, we believe that our patients are treated by happy, healthy staff rather than tired, unwell and unhappy staff. This information is corroborated in the Trust’s monthly patient questionnaires where we are constantly rated highly (over 90%) on patient satisfaction.

**Participation**

Through staff engagement we developed an extensive activity portfolio. Staff can make a personal choice as to whether they utilise the benefits.

Example achievements include:

- 917 active staff users for the on-line weight management tool
- 226 active family and friends users for the on-line weight management tool
- 900+ staff attending annual health and wellbeing fair at York Hospital
- Global Corporate Challenge 2012 (3 month team walking programme) – 476 participants, overall distance walked was 322,111 miles (this equates to walking around the world 13 times), 80% of participants said the GCC had a positive impact on their relationship with exercise, 51% of participants reported losing weight during the challenge, 91% of staff reported that they were now conscious of opportunities in their day to add more steps, 68% reported that increased activity levels had become a new habit, 41% of staff reported that they are now more aware of their employer’s commitment to their health and wellbeing
- Since 2008 – 30% proportionate reduction in sickness absence

Our project demonstrates leadership from the top of the organisation, which are the Executive and Non Executive Directors. The HR Director is an advocate for ensuring the board understand the advantages of aligning health and wellbeing with the Trust objectives.

All our initiatives around physical activity have been implemented at no cost to the Trust.

The project is very sustainable as proven by the priority the Trust puts on health and wellbeing. The project has also been rolled out to staff across the newly acquired Scarborough and North East Yorkshire sites. The initiative also forms a key part in the Trust’s new Staff Health, Wellbeing and Engagement Strategy.

### 6. Links to other priorities and policy areas

Health and Wellbeing is strongly linked to our Reward and Recognition Philosophy.

Making Every Contact Count and the HWB 5 High Impact Changes and the NICE guidelines underpin the work we are doing as a Trust around staff health and wellbeing. This link has been made more explicit in our new Staff Health, Wellbeing and Engagement Strategy 2013 to 2016.

### 7. Lessons/ideas to share

- The key lessons we have learnt from our project is that we continuously need to improve on staff engagement and communication. As a Trust we do a lot around staff engagement but our project has shown that a key focus needs to be on trying to engage more with some staff groups who tend to be inactive and find out what initiatives would help them increase their activity levels
- We also need to ensure we have a robust evaluation system in place to monitor uptake and assess what works well and what needs to change.

### 8. Next steps: What does the Trust plan to do next?

Health and wellbeing is a key focus for the Trust and we want to continue to look at opportunities to encourage and support staff to be physically active. This will be under the “Move It” banner: Using feedback from staff, key areas we are looking at are:

- Providing more incentive schemes to help staff to be more physically active (e.g. on-site gym, on-site walking routes, staff pledges to increase fitness)
- Obtaining base line information for staff on their current activity levels and what they would like to improve
- Providing advice and support to staff to help them plan how they are going to increase their levels of physical activity
- Engaging more with non-active staff groups
- Conducting “Move It” road shows across the new integrated organisation
THE TEAM SOMERSET NHS “GO FOR IT” CHALLENGE 2012

1. About the organisation

Somerset is a large rural county with approximately 11,000 residents employed in the NHS. The PCT is NHS Somerset.

2. How the Trust responded to The Challenge

The Public Health Directorate of NHS Somerset responded to the NHS Sport and Physical Activity challenge by launching the Team Somerset NHS “Go For It” Challenge in January 2011.

We recognised that in order to achieve the Challenge of engaging 2012 staff in sport or physical activity we needed to engage almost 100 different NHS organisations in the PCT area including Acute, Primary Care, Mental Health Trusts, Community Hospitals, GP and Dental practices. We also recognised that we needed to reflect the demographic of our staff which is 98% female and 60% over the age of 45. We recognised that many of this group tend not to be involved in sport or physical activity, but that many were likely to be interested in an initiative that included weight loss as a key element: we therefore introduced a weight loss challenge as a key driver.

We set ourselves the following targets:

- 2012 staff involved in sport or physical activity
- 2012lbs to be lost
- 1 million minutes of activity

The Go For It Challenge was funded by the Public Health Directorate from the “Choosing Health” budget and became the main task of the Healthy Active Workplace Manager.

3. How you did it

Senior Manager Commitment

One of the most important steps was to gain commitment and enthusiasm from Senior Managers. Mr Ian Tipney (Chief Executive NHS Somerset) got behind the project and sent an invitation to join us to the Chief Executives of the other NHS organisations in Somerset. All Chief Executives expressed their support and Ian and Mr Peter Lewis (Deputy Chief Executive, Musgrove Park Hospital, Taunton) attended and launched the challenge at our launch event on January 26th 2011.

They supported and promoted the challenge throughout and were present at our Closing and Awards Presentation Event on November 27th 2012 where they officially closed the Challenge.

Website

Because of the rural nature of the county and the scattered nature of NHS organisations within it, it was decided that the main element of our challenge would be a website www.teamsomersetnhs.co.uk. Those who took part registered and then logged every minute of activity they did and every lb they lost. This contributed to their individual score (for doing the recommended amount of physical activity and beyond) and their workplace team score.

The website also signposted staff to our partner organisations, which were offering discounts and special offers, as well as to local clubs and societies. There were live league and medals tables and inspirational stories to motivate and inspire staff to do even better.

A competition took place between the individuals and workplaces and the prize - the “Go For It” Challenge Cup – was awarded to the individual and workplace which logged the highest number of minutes of activity and lbs lost.

We had four categories

- Have a Go – aimed at staff who did no or very little sport and physical activity to give them a taster of something they might like to do regularly. We worked with our partners to offer taster sessions and other free activities. Staff took part in 90 different activities from Archery to Zumba either in the workplace or nearby.
- Join a Team – aimed at staff who were more confident about their sport or physical activity abilities. We arranged sports tournaments and linked into sports clubs and societies.
- Go Fat Go! – aimed at staff who wanted to achieve weight loss and emphasised the role of sport and physical activity. We developed and delivered 11 on-site weight management courses which over 100 staff took part in. We also had 2 weight loss challenges.
- Go For Green – aimed at promoting sustainability through walking and cycling. We held 4 pedometer challenges and 18 monthly cycling or walking challenges.

Newsletter and Social Media

We had a monthly newsletter “Springboard” which was sent to all those who took part and our partners. Staff and partners contributed to the newsletter (staff won medals for doing this), particularly in our “On the
4. Joining forces

We achieved partnership working with 152 local sports and physical activity related businesses which provided the NHS staff taking part with discounts, special offers and special events.

5. What were the outcomes?

The Go For It Challenge ran from January 26th 2011 to September 30th 2012. By the end of the challenge 51 workplaces took part and we had achieved:

- Target 1 2012 NHS Staff signed up to the challenge by the Olympic Games – target exceeded – 2067 staff signed up
- Target 2 2012 lbs of weight lost – target exceeded – Total weight loss -2080lbs (more than one ton)
- Target 3 1 million of activity minutes recorded – target exceeded - 4.7 million minutes achieved.

NHS Somerset’s Go For It Challenge was the second NHS organisation in the country to be awarded the London 2012 Inspire Mark for a “fresh, vibrant and truly exceptional project”

NHS Somerset was one of the first PCTs in the country to be accredited with the NHS Sport and Physical Activity Challenge Gold Accreditation Award. Two of our GP Practices were the first GP Practices in the country to be awarded the Gold and Silver award.

The Go For It Challenge is included on the Wall of Inspiration at the Olympic site.

A final evaluation self-reported survey demonstrated that, as a direct result of taking part in the Challenge, staff achieved:

- 41% improvement in health from “poor/average” to “good/excellent”
- 40% increase in the level of fitness
- 38% increased the number of times they take part in sport or physical activity from less than once a week to 2/3 times a week or more, with 20% of those increasing to the minimum recommended level of 5 times a week or more.
- 11% lost weight and moved from being obese to being overweight or normal weight
- 2% moved from overweight to normal weight
- 4% reduction in sickness absence from 7-21 days a year or more to less than 7 days a year
- 80% agreed that their motivation to get healthier improved
- 69% agreed that the amount of physical activity they do has increased
- 66% agreed that they are now taking part in sport or physical activity regularly
- 64% agreed that their fitness has improved
- 53% agreed that their health has improved
- 53% agreed that their morale has improved
- 40% agreed that the Challenge helped them to lose weight
- 34% agreed that team work or their working relationships with colleagues has improved
- 12% agreed that the quality of care they give to patients has improved
- 7% agreed that their sickness absence has reduced

The reductions in sickness absence amount to a cost saving of approximately £90,000 (using the Chartered Institute of Personnel Development average cost of sickness absence per public sector worker figure of £647 per employee).

Here are some quotes from staff which typify the reaction to the Challenge:

“Personally, I’ve got a great sense of achievement. It made a difference in the team and helped build morale – well done” - Admin Manager

“I think the challenge was excellent, I’ve lost 2 stone and can walk uphill without losing my breath” – Nurse A & E

“Who would’ve thought that such a change would have been possible from going to a free taster session! This is it for life now!” HCA – GP Practice

A brief (10 minute) overview of the Go For It Challenge and staff achievements has been produced on video and can be accessed at: http://www.youtube.com/watch?v=BAJKnbMvijw or go to www.youtube.com and do a search for Team Somerset NHS

6. Links to other priorities and policy areas

The Challenge inspired significant numbers of people and organisations to take action to become more active and to improve their health and wellbeing. In addition, we estimate that the Challenge has directly led to a significant saving in sickness absence rates and costs.
12% agreed that the quality of care they give to patients has improved as a result of the Challenge.

7. Lessons/ideas to share

- Understanding the demographics and selecting activities which reflected their circumstances and preferences: this led us to include a focus on weight loss as well as having a website, which was key given the number of organisations with which we were working
- Gaining commitment and enthusiasm from Senior Managers: this meant that the CEO of NHS Somerset personally championed the project and wrote to the CEOs of all the other NHS bodies in Somerset, all of whom expressed their support. The Deputy CEO of Musgrove Park Hospital Taunton also became an active champion and both senior managers launched and closed the 2012 challenge and presented the awards
- Identifying local organisations which can offer activities and sometimes discounts or other offers which are attractive to staff and of course to the businesses themselves
- Carrying out a detailed evaluation has enabled us to understand the benefits in a range of key areas – including the health and wellbeing of our staff and on sickness absence rates and costs

8. Next steps

The Public Health Directorate will become part of the Local Authority with effect from 1st April 2013. Therefore, although the Challenge was extremely successful, it is not known if the work will be taken forward within the new NHS organisations.

However, as a result of the challenge, the Public Health Directorate funds and supports a new community website www.zingsomerset.co.uk offering similar facilities as the Go For It Challenge and which all Somerset residents can take advantage of and Somerset NHS staff are being directed to it.

The current website has now closed and a new healthy workplace website is being developed (launched in January 2013) which will include sport and physical activity resources which all Somerset employers (including NHS organisations) and employees can access. www.healthyworkplaces.co.uk

**HEALTH PROMOTION DEVON – NORTHERN DEVON HEALTHCARE NHS TRUST**

1. About the organisation

Health Promotion Devon is a department within Northern Devon Healthcare NHS Trust, which provides a wide range of local, community, general and specialist services to the 500,000 residents of North and Eastern Devon. Almost uniquely it manages both acute and community hospitals and adult community nursing services.

2. How the Trust responded to The Challenge

Health Promotion Devon was commissioned to run a step challenge with commissioning staff including Commissioners, CCGs and GP surgery staff in the Devon, Plymouth and Torbay Cluster (“the Cluster”). This later expanded to include council staff in Devon and Torbay. The team also decided to run the Challenge consecutively within our own organisation (Northern Devon Healthcare NHS Trust – NDHT), reflecting our lead role in health promotion.

3. How you did it

We used the step challenge because this had previously been tried in NHS Devon using a team approach and this had worked well, with reported outcomes including the creation of team spirit, mutual support and an element of competitiveness which encouraged people. As a result, we decided to create a Challenge based on this.

The length of the challenge was 6 weeks and teams were asked to submit both individual and team steps on a weekly basis. Resources were provided for people to support this and pedometers were issued to everyone. A pre and post health and wellbeing questionnaire including a physical activity score was sent to registered participants.

A weekly newsletter was distributed to all team captains and information was also posted on internal websites and through other communication channels.

League tables were an essential part of keeping people engaged as feedback previously highlighted how teams used this information for motivation. Teams and individuals were also asked to submit stories and photographs. Prizes were awarded to individual and team winners and for the best story and picture.
4. Joining forces

The Challenge covered the Trust itself, but also from NHS bodies across the Devon, Plymouth and Torbay area. Initially we focused on commissioning staff, clinical commissioning groups, and GP surgery staff but it was later expanded to include Local Authority staff in Devon and Torbay.

5. What were the outcomes?

Achievements to date include:

**Initial Sign-up**
- 140 teams for Devon, Plymouth and Torbay Cluster (“Cluster”) (700 individuals)
- 210 teams Northern Devon Healthcare NHS Trust (NDHT) (1050 individuals)
- 1750 individuals signed up at the start of the challenge

**Registered teams submitting any steps over the challenge**
- 129 teams for Cluster (645 individuals)
- 183 team NDHT (915 individuals)
- 1560 individuals effectively engaged in the challenges

**Registered teams completing the challenge**
- 87 teams for Cluster (435 individuals)
- 123 team NDHT (615 individuals)
- 1050 individuals engaged for the whole Challenge
- 67% of individuals maintained active status for the challenge

**Total Steps**
- Cluster: 206,885,746
- NDHT: 324,339,579
- Total: 531,225,325

Using average steps of 2000 per mile this equates to roughly 160,000 miles which is over 8 times around the circumference of the Earth or to the moon and back.

Case studies included examples of successful weight loss, increased motivation, general team spirit and greater levels of activities.

There was also informal feedback from several office and NHS sites about how much people were enjoying the Challenge.

6. Links to other priorities and policy areas

The Trust recognised the importance of setting a good example.

Anecdotal feedback on how much staff enjoyed the Challenge, that motivation and team spirit were all improved.

7. Lessons/ideas to share

- The Trust recognised the importance of leading by example: as the body responsible for promoting better health, the Trust realised it needed to be a very active participant in the Challenge and demonstrate leadership.
- Used a programme which had been proven to be successful in the past, and adapting elements from this: feedback from the original programme was that people enjoyed the “competition” element.
- Importance of effective communications: we needed strong support from Communications teams in Northern Devon and the Cluster, for instance keeping people in touch through regular updates.
- We were not sure how the Challenge would work across multiple (and particularly smaller) organisations but it was very well received including among GP practices: in fact GP staff were individual winners and runners up of the Cluster challenge.

8. Next steps

We will analyse the pre- and post-questionnaires to collate details of achievements and results to provide greater detail, including of changes in health status.

Key next steps include a way for the programme to be self monitoring and generate the data.

A local prison has indicated that they would be interested in running a similar challenge.
LEEDS COMMUNITY HEALTHCARE NHS TRUST

1. About the Organisation

Leeds Community Healthcare NHS Trust (LCH) provides a wide range of community and specialist healthcare services for adults and children. We employ around 3,000 staff and spend around £130m each year.

We provide services 24 hours a day and seven days a week in communities across Leeds, helping the city’s 798,800 residents stay healthy; live with a chronic condition; recover from illness or accidents; and at the end of life. We work to keep people in their homes and reduce the need for people to go into hospital. We provide services that are very personal to each patient. This means they receive care that’s individual and tailored to them.

Our services include community nursing, health visiting, physiotherapy, podiatry, community paediatrics, occupational therapy, intermediate care, speech and language therapy, community dentistry, primary care mental health, smoking cessation, prison healthcare and sexual health services. We work in a variety of locations including health centres, clinics, patient’s homes, GP practices, hospitals, schools, prisons and other non NHS buildings such as children’s centres.

2. How the Trust responded to The Challenge

Initially, we worked in partnership with other NHS organisations in Leeds to establish and support the Have Fun Feel Good Leeds campaign. This involved setting up a staff website which gives access to a range of activities, discounts and challenges as well as providing an opportunity for staff to record their minutes of activity, steps walked and weight lost. Through the website, physical activities organised and run by one organisation were available and to staff in all organisations.

A range of taster sessions were organised by LCH and offered to staff including Zumba (as part of a Zumba-thon), Pilates, Deskersize, Touch Rugby and Easy Cricket.

Within Leeds Community Healthcare, the activity of the Have Fun Feel Good Leeds programme reported on a bi-monthly basis to the Health, Work and Well-Being Steering Group, ensuring Director-level and senior staff engagement in the programme, and embedding the physical activity work into the wider organisational workforce plan.

Together, health organisations across the city and the Local Authority held a Festival of Sport in September 2012 for staff members and their families to try their hands at a range of different sports and activities.

3. How you did it

Key steps:

- Identifying a fairly senior manager with an enthusiasm for sport & physical activity who could take forward the role of LCH within the wider Leeds health organisations partnership

- In the run up to the Olympics (with 200 days to go) the Chief Executive and Executive Team of Directors signed up to undertake at least 200 minutes of physical activity a week. The Chief Executive reported his progress on a weekly basis via the organisation’s communications newsletter, and graphically displayed within the Head Quarters building (he met his target every week)

- Staff were involved in determining the range of corporate physical challenges developed and run via the staff briefing cascade system. The weekly communications e-bulletin, Community Talk, also provides an opportunity for staff to steer the activities offered, as well as cascading current and future events.

- All of the corporate challenges have been run as ‘challenges’ rather than competitions, to ensure that teams continued to undertake physical activity to the end of the time period of the event, rather than giving up if the team was not doing as well as other teams.

- Celebration events have been held after each of the corporate challenge events, with certificates awarded to all teams successfully completing the challenge. Additional awards have been made to recognise significant contributions to the events.

- No prizes were awarded to the team who did the most activity in any challenge. However, certificates were awarded to Teams that increased the amount of activity they did week on week during a challenge. Staff feedback on attending the celebration events and receiving certificates has been extremely positive.

- Upcoming events are highlighted in the weekly communications e-bulletin to all staff, as well as in-challenge updates and details of all successful teams completing each challenge.
The Have Fun Feel Good Leeds Champion is a member of the organisational Health, Work and Well-being Steering Group, which supports and directs the physical activities offered to staff.

To date, only limited investment has been put into the programme - £10,000 contribution to the original development and support for the Have Fun Feel Good Leeds website, and £2,000 for the purchase of pedometers for the 2012 and 2013 walking challenges.

Examples of certificates presented for the corporate challenges below:

4. Joining forces

We worked in partnership with a number of other NHS bodies: with the PCT – NHS Leeds (later NHS Airedale, Bradford and Leeds), our local acute trust - Leeds Teaching Hospitals NHS Trust and our local mental health trust – Leeds and York Partnership NHS Foundation Trust.

To achieve this partnership, members from each organisation with either a specific remit around staff physical health and well being in their organisation or a personal interest, came together to discuss, plan, and share ideas. From this, our joint website www.havefunfeelgoodleeds.co.uk was created. A project support worker was employed by NHS Leeds to co-ordinate activities, produce a monthly newsletter and keep momentum going around the sport and physical activity challenge.

Members would feedback to and from their own organisation on successes and challenges, providing peer support.

5. What were the outcomes?

Three hundred and thirty-nine staff (11% of the workforce) are signed up to the joint Leeds Health organisations’ website Have Fun Feel Good Leeds.

Three Leeds Community Healthcare corporate challenges were organised and delivered during 2012, with teams of staff attempting to achieve a target in a given time period. Two hundred and fifty staff (8% of the total workforce) completed one or more of the challenges:

- Pedometer Challenge – walking the equivalent of 939 miles (1,502,400 steps) from Leeds to London (via Edinburgh, Belfast, Dublin & Cardiff), over a period of five weeks in June and July; arriving in London in time for the opening ceremony of the 2012 Olympic Games. Two hundred and twenty-four staff representing forty-five teams took part, walking a total of 51,569,328 steps during the challenge – equivalent to over 32,000 miles.

- Cycling Challenge – cycling the equitant of 874 miles ‘End to End’ from John O’Groats to Land’s End over a period of four weeks in September and October. Five teams (twenty-five people) completed the challenge, covering 4,855 miles between them.

- Swimming Challenge – swimming the equivalent of 21 miles across the English Channel from Dover to Calais over a period of four weeks in November and December: Eleven teams (forty-nine people) took part, swimming 325 miles over the course of the challenge.

Staff and their families attended a Festival of Sport on 8 September 2012, run in partnership with local NHS organisations and Leeds City Council. The sun shone on the 600 attendees who were able to try out a range of sports including American Football, touch rugby, Nordic walking, cardio-tennis, archery, adapted bikes, athletics and volleyball as well as watching gymnastics displays. Feedback was extremely positive:
“I’ve never been on a bouncy castle before because I can’t use my legs but today I could because you let me sit on the inflatable twister mat and helped me bounce. Thank you”

“I watched people doing this on the TV in the Olympics and now I’ve tried it. It’s cool”

“I’ve been for a bounce, a throw, a kick, a race, a cycle, a smash and there’s still more to do”

In partnership with Edinburgh Bicycle Co-operative, our cycle to work partner, a ‘Spin-Along-A-Thon’, cake stall & dress down Friday held on 30 November 2012 raised a total of £173 towards the Hampers for Families at Christmas appeal. Over the course of the day, sixty cyclists pedalled away for up to fifteen minutes, eventually covering 247 miles between them – enough to cycle from Leeds to Edgware, Greater London.

Participation in the corporate challenges run during 2012 has had a positive impact on staff morale within the organisation:

“The pedometer challenge made us go for a team walk at least one lunchtime a week.”

“Thank you for organising the cycling challenge – it was brilliant for my staff who took part – having a focus really helped the team at a difficult time. We are proudly displaying our certificates and are looking forward to future challenges.”

“I wanted to tell you how enthusiastic our team have been. They have really worked hard and everyone has enthusiastically taken part and aimed to do more lengths than the initial target. We had a pre and post swimming meet up and it has been great for me as a new Speech and Language Therapist to get to know more of the team.”

Feedback from staff:

- Staff have reported feeling better, with improved morale
- Receipt of certificates and pictures in the weekly communications e-bulletin and on display at Trust head quarters has been valued by staff
- Participants in the activities provided have universally given positive feedback

Organisational changes:

- Executive Team sign up has given a clear message that increasing the health and wellbeing of staff is a positive role the organisation can play
- Links have been made with other partner organisations in the city (NHS and Local Authority) to support all health and social care staff to be healthy and active
- Our cycle to work scheme has seen increased applications following the Olympics and Bradley Wiggins Tour de France victory in 2012

Our first corporate challenge of 2013 – running (in teams of up to five people) the equivalent of 125 miles (200km) over a four week period around the virtual Leeds Country Way started on 25 February 2013 with 20 teams (95 people) signing up, including staff from services who have not previously joined in a physical activity challenge.

The project is sustainable, if we continue to run in-house corporate challenges and link with other NHS organisations, and the Local Authority, for more large scales events.

6. Links to other priorities and policy areas

The Health, Work and Well-being Steering Group has taken a key role in the programme: as the Group has received regular reports of the physical activities undertaken and planned, this Group has been able to make links to other policy areas.

The Trust has developed a staff health and wellbeing strategy which includes actions to educate staff on nutrition, work life balance, the effects of smoking, drinking and obesity, policies relating to health, support flexible working and acute and chronic health conditions relating to lifestyle.

An occupational health support service is in place which also includes access to staff counselling. Recently fast track pathways for staff to access musculoskeletal and mental health services in order to support staff in or back to work as comprehensively as possible, have been introduced.

7. Lessons/ideas to share

For our Trust, senior level leadership seems to be less important than offering staff a range of ways to be physically active.

There was no additional capacity created for managing the initiative – it was taken on by a fairly senior member of staff based within the head quarters building who had a passion for sport and physical activity (having committed to
complete an Olympic distance Triathlon for the first time in July 2012) who arranged a series of events, provided feedback to staff and encouraged teams to be active.

This led to other staff organising off-shoot events such as our spin-along-a-thon and cycling sportive.

The most effective way of recruiting participants was via management cascade routes, with at least two months notice prior to the start of each challenge. Weekly feedback during the events kept people engaged and continuing to exercise.

The celebration events were very well attended:

“I’m not sure we’d do anything differently – the reality is there is no identified funding for this kind of work – it relies on the passion of individuals to inspire others. In our case, this worked”.

8. Next steps: what does the Trust plan to do next?

We will continue to run in-house corporate challenge events, aiming to increase participation from staff groups across the organisation. A new running event will be held in 2013, in addition to the established pedometer, cycling and swimming events.

We are developing an in-house package of physical activity and nutritional advice, using the skills and expertise of our Health Lifestyle Services for the benefit of our staff (not just our patients).

With the awarding of the 2014 Tour de France Grand Départ to Leeds, in partnership with local NHS organisations and Leeds City Council, a range of cycling based activities are planned leading up to, during and after July 2014, to embed Leeds as a cycle-friendly city.

**NHS EAST OF ENGLAND (THE EAST OF ENGLAND STRATEGIC HEALTH AUTHORITY)**

1. About the organisation

The NHS in the east of England employs over 90,000 people and is made up of 18 acute trusts, 5 mental health trusts, 7 community providers, 7 PCT Clusters, 1 SHA Cluster and 1 Ambulance Service provider.

2. How the organisation responded to The Challenge

Staying Healthy at Work (SHaW) is a workplace health and wellbeing programme running between May 2010 and December 2013. The programme aims were to improve the physical, mental & social wellbeing of employees in the NHS and in the public and private sector.

A key work stream of the SHaW programme in the NHS was the Sport and Physical Activity work stream which championed the NHS Sport and Physical Activity Challenge to inspire the NHS workforce to get more active.

A series of regional and local health promotion activities, guidance and best practice was championed during a time of significant change in the NHS, and used as an opportunity to:

- Engage staff
- Improve morale,
- Enhance individual wellbeing

3. How you did it

- The SHaW programme worked with an established network of Health and Wellbeing Champions who lead workplace health and wellbeing within their Trusts
Limited, focused, evidence based funding support offered to all NHS Trusts in the east of England, with trusts requesting funding based on their priorities for workplace health and wellbeing. Funding has supported health kiosk measuring heart rate, blood pressure, body fat, BMI, weight and hydration, the provision of sports equipment including skipping ropes, pedometers and outdoor gym equipment.

Two regional sport and physical activity surveys run in early 2011 to establish baseline levels of activity and whether there was in correlation to levels of stress, concentration and motivation. The survey was re-run 18 months later in November 2012 to compare whether there had been a change in the activity levels and whether the NHS Sport and Physical Activity Challenge had positively affected baseline measures. 4,000+ responses in total.

Activities included:
- 3 pedometer challenges engaging 2,500+ people and walking over 50,000 miles the equivalent distance of twice around the world
- 20 trusts supported with Instant Ping Pong to encourage quick breaks, increased activity, mental & physical agility and fun during the working day
- Mini pilot with 45 people logging the amount of time they spent on sport, physical activities and hobbies during the London 2012 Olympic Games. Of which 1.8 days were spent on hobbies, physical activities and sports including photography, reading, swimming, abseiling and much more.

Communications and regional activities were promoted through the network and via the Staying Healthy at Work (SHaW) website which highlighted Trust news, for example:
- The Norfolk and Norwich University Hospitals NHS Foundation Trust 5k relay team run which broke the Olympic Record and the successful weekly running club http://www.nnuh.nhs.uk/
- The West Suffolk NHS Foundation Trust Tag Rugby tournament and ‘It’s A Bury Knockout’ events which have become permanent annual fixtures in engaging staff, their families and the wider community http://www.wsh.nhs.uk/Home.aspx

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4. What were the outcomes?

Achievements to date:

- 37 trusts involved in the Sport & Physical Activity work stream.
- 8 projects awarded the Inspire Mark
- 7 trusts awarded the NHS Sport & Physical Activity Challenge accreditation, with further applications anticipated early in 2013
- Increase in numbers of staff involved in some form of exercise
- Staff survey demonstrates improved staff engagement
- Anecdotal evidence of weight loss and improvements in wellbeing

5. Links to other priorities and policy areas

We carried out analysis to determine the difference regional activities have made, summarised into 5 themes:

Morale
Motivation
team work/communication
increased activity levels and mental wellbeing.

Activities have seen participants make small changes to their lifestyles which have resulted in improved concentration, increased awareness, improved team working, weight loss, increased self-esteem, better working relationships, sense of achievement and enjoyment in doing something different during the working day.

6. Lessons/ideas to share

Key lessons include:

- Network of champions
- Evaluating the position at the start and then at regular points so that change could be assessed
- Communications to update everyone on activities and successes

7. Next steps

Following regional structural changes and the transfer of some of the Staying Healthy at Work (SHaW) programme in January 2013, the current lead on the sport and physical activity workstream will be moving into a Local Authority from April 2013 as part of the transfer of public health responsibilities. The lead is keen to maintain the momentum of the Challenge and will act as the first point of call for queries and as an ambassador to maintain the link with the NHS Sport and Physical Activity Challenge team.

EAST QUAY MEDICAL CENTRE, BRIDGWATER, SOMERSET

1. About the organisation

The East Quay Medical Centre, Bridgwater, Somerset has 10 GP partners and 45 staff, and provides the full range of primary medical and nursing care services to a patient list of 14,500.

2. How the Trust responded to The Challenge

At the start of the NHS Sport and Physical Activity Challenge, the senior partner and Practice Manager met with the Healthy Workplace Manager at NHS Somerset to learn about the NHS Somerset “Go For It” Challenge (the county-wide response to the NHS Challenge), and the practice became the first GP practice in Somerset to join in. The practice then discussed the Challenge with all staff and encouraged everyone to join in.

3. How you did it

Key steps included:

- Senior colleague sign up: the first person to sign up was our senior Partner and she was able to promote to her colleagues. The practice Board also took part and supported the initiative
- As well as using the activities offered through the Go For It website and e-mails, the staff also took part in their own activities such as Zumba classes, swimming, tennis, walking, cycling, losing weight etc. Staff took part in the Somerset wide team challenges as well as organising taster sessions in the surgery (after hours) for all staff to take part in
- As well as receiving monthly newsletters from the Go For It team on how every team was doing and individual successes, the Practice included a team update in its monthly staff newsletter. We also ran an incentive scheme for staff during 2012 over four months with a prize for those who achieved their goals.

NHS Somerset awarded certificates for those achieving 1st, 2nd and 3rd places in Challenges, and the Practice won the Cup for Team with fewer than 200 staff members

4. Joining forces

We were able to use the support and resources of the Go For It team including for setting the baseline and recording progress. We also joined up with colleagues in other practices when running taster sessions.
5. What were the outcomes?

- To date we have 55% of our staff who have signed up to the challenge and out of these 85% are regularly logging their minutes of activity.
- To date East Quay Medical Centre has achieved 228,961 minutes of activity and lost 6 stone 9lbs in weight and we all feel a lot healthier for it.
- Excellent for team working and working relationships between staff as the administrative, reception and clinical staff all joined forces to work as a team.
- Improved staff morale.
- Staff report being better able to talk to patients about lifestyle issues.
- The practice already has reasonably low levels of sickness but nonetheless figures did improve as staff increased their fitness level/lost weight.
- Staff said that as a result of the Challenge:

  “I walk more!”
  “I like the ideas promoted each month & look forward to see the next month’s challenges, ie cycle to work etc. The website is continually changed and updated to make it interesting. I enjoy logging the activity, it’s surprising how I’ve benefited. I feel better both physically & mentally. Personally I lost a stone and am delighted with the success. I thank the Go for It team for the encouragement, this in turns helps when I see patients as I am more confident when promoting a healthier lifestyle.”
  “Following recovery from cancer operation the NHS Challenge has encouraged me to become fit again. It built my confidence going to classes – with the support of qualified teachers it was brilliant. I am now attending a regular class of Zumba, back to walking, cycling and even attempting running which I have not done for 7/8 years. In my “60th” year I feel brilliant – this is down to NHS Challenge.”
  “I have taken part in the taster sessions here and consequently had the confidence to join a Zumba class. I have now got a dog and go out walking with him every day making me feel a lot healthier and a little thinner!”

6. Links with other priorities/policies

Staff report being better able to talk to patients about lifestyle issues.

7. Lessons/ideas to share

- Recruitment and retention of participants works best by word of mouth.
- Senior leadership and commitment is very important.
NHS NORTH WEST GAMES 2012

1. The Initiative

The NHS North West Games is an annual sports event inspired by the NHS Challenge, for NHS staff from across the North West. Over 1000 staff from 24 trusts took part in the event, participating in a wide range of sports. The second annual event took place in Liverpool in September 2012.

2. How you did it

The NHS NW Games was co-ordinated by HR Director Amanda Oates from The Walton Centre NHS Foundation Trust and led by a steering group of staff from the participating trusts.

The health workers – doctors, nurses, porters, administrative and ambulance staff – came from 24 NHS trusts in Merseyside, Greater Manchester, Lancashire and Cheshire to be part of a full day of games at Kirkby Sport College. Competitions included football, netball, badminton, touch rugby, rounders, table tennis and athletics. As well as 5k runs in Liverpool and Oldham, there was a golf competition. Other activities included Zumba, climbing and hockey as well as numerous health promotion stalls for staff as well as families who were spectators.

The aim of the Games is to take up the NHS Challenge to improve the health of as many NHS staff as possible in the North West region, and was particularly targeted at those who did not already undertake regular physical activity. Although its primary focus is on fun and participation, there is a competitive element to the sports, with trophies for winning or coming second, and umpires in each sport also awarded trophies to the “fair play” team of each competition. The competitive element was used as a way in which individual organisations could motivate staff and encourage team working across departments and engage them in physical activity.

The 2012 was attended by Andy Worthington, Chair of the London Organising Committee for the Olympic and Paralympic Games (LOCOG) for the North West, the Mayor of Knowsley and Olympians Beth Tweddle and David Price who presented prizes and gave inspirational speeches about achieving your goals. Everyone who took part received a medal for participating.

3. Joining forces

A steering group was set up, which included
representatives from several NHS bodies.

In terms of the Games themselves, 24 NHS organisations were involved:

- Pennine Acute
- The Walton Centre
- Liverpool Heart and Chest Hospital
- Royal Liverpool and Broadgreen University Hospital
- Aintree University Hospital
- North West Ambulance Service
- 5 Boroughs Partnership
- Wirral Community NHS Trust
- NHS Lancashire
- Liverpool Community Health
- Mid Cheshire Hospitals
- Clatterbridge Cancer Centre
- Community Healthcare NHS Trust
- East Lancashire Hospitals
- Mersey Care
- St Helens and Knowsley Teaching Hospitals
- Pennine Care
- Manchester Mental Health and Social Care
- Cheshire and Wirral Partnership
- Central Manchester University Hospital
- Alder Hey Children’s Hospital
- Liverpool Women’s Hospital
- Warrington and Halton Hospitals
- Salford Royal

4. What were the outcomes?

Around 1000 NHS staff took part from 24 NHS trusts in Merseyside, Greater Manchester, Lancashire and Cheshire.

An evaluation shows that most of the participating trusts now run regular sports clubs and are in training for the next event. Examples just from the Walton Centre include:

- Staff who were keen netball players were inspired by the Games to set up a Trust netball club which has led to colleagues who had not played for many years playing again, on a weekly basis
- A running club member has set up an informal after-work run once a week named the Walton Wanderers: several members say that either they had not run before or who were running infrequently because they did not like running alone
- Weekly Zumba, Pilates and circuit training classes are extremely popular and costs are kept low by using the hospital’s pain management gym, with the cost of hiring an instructor easily covered by the small (£3.00) fee paid by each participant

The NHS North West Games steering group received a Silver Ribbon Mark.

Feedback from participants and the steering group was hugely positive, with comments about how to improve the event next year.

5. Lessons/ideas to share

- Important to have effective project management: our project was led by a Trust HR Director, supported by a steering group with members from a number of the participating bodies
- Example of a way of engaging a great number of staff from all backgrounds
- Ask for feedback including how things can be improved for the future

6. Next steps

Given the positive responses to the 2012 Games and feedback about the future, the planning process for the next NHS North West Games has already begun. This year’s event will be hosted in June – hopefully to avoid poorer weather conditions!
NHS NORTH EAST – THE NORTH EAST STRATEGIC HEALTH AUTHORITY

1. About the organisation

NHS North East is the North East Strategic Health Authority. It led on a flagship programme for its own staff and also facilitated programmes in other NHS organisations as well as businesses in the North East through the Workforce Workfit Challenge. Around 74,000 people work in the NHS in the North East. The partners who had access to the SHA programme represented all SHA staff, North East Ambulance HQ staff (NEAS), Cancer Network and Workforce staff, about 1,500 people. In addition, eight Foundation Trusts and eight businesses – public, private and voluntary - were given grant funding to develop and deliver programmes of their own in 2011/12.

2. How the organisation responded to The Challenge

We recognised that the London 2012 Olympic Games offered a unique opportunity to motivate and develop a lasting legacy of better health through increasing participation in physical activity, both for NHS staff and for employers more widely. The North East has some of the highest rates of obesity in the country and it is a sad fact that NHS staff do not always lead by example.

Elaine Wilson, a specialist social marketing consultant designed and delivered the Workforce Workfit programme across the region with the aim of getting as many staff engaged in physical activity as possible. In addition to the SHA programme, in 2011 all NHS North East organisations were asked to bid into a pot of Olympic Legacy funding outlining how they would engage employees to get and keep fitter in this Olympic year. Each organisation could bid for up to £5k of funding, and all bids had to include details of costings, evaluation and the sustainability of their proposed programmes. The project manager also engaged with a range of local businesses to encourage them to join in the Challenge.

3. How you did it

This programme has two main elements: the initiative within the SHA itself which focused on creating and delivering a bespoke programme for SHA staff, and the wider programme which focused on enthusing and engaging a wide range of NHS and business bodies across the region, inspiring them to join in the overarching regional initiative by setting up their own activities and sending in feedback and outcomes.

The Workforce Workfit (WFWF) programme at the SHA was developed using social marketing principles to ensure maximum engagement from staff. From the outset all staff were involved in voting on activities they would like to try and barriers to participating in exercise were addressed from the beginning. For example lunchtimes were not popular because people worked on differing contracts and did not want to have to get changed and ‘all sweaty’ and then have to go back to work. A big barrier was time, having to go home and then back out again was seen as too much bother. All classes were therefore at 5pm and either on or around the premises. Senior managers backed the scheme by allowing staff to leave their desk ten minutes early to get ready.

Using this method, from a standing start more than 60% of staff were engaged in one or more activities within six months. These included Boot camp, Zumba, Ju Jitsu and Pilates and the Pedometer Challenge. The walking challenge was the most popular activity with staff competing in teams of six walking virtual routes – initially from Land’s End to John O’Groats and later, more exotically, from Paris to Istanbul, following the route of the Orient Express. The canteen staff (who were in their own team ‘Carry on Catering’) put on themed meals as the walkers pass through each virtual country and individual mileage leaders and team leaders had flags around their work stations indicating the front runners.

Reports and comparison charts were issued weekly through the weekly internal e-bulletin and external communications bulletin.

The main incentive was that these were free activities. We chose not to offer other incentives (apart from getting a free pedometer which they were supposed to return afterwards!).

A Workforce Workfit TV advert was made using real staff who were involved in the programme and was shown at the Live Sites in the North East during the Olympic and Paralympic games. http://vimeo.com/47084131

A website - workforce.workfit.com - was created to show case studies and promote the activities.

The project cost £30k in year 1 and £30k in year 2 excluding project management costs. The funding was achieved by the project manager submitting a business case to the SHA board.
4. Joining forces

The Workforce Workfit programme has been a partnership from the start, with its focus on engaging a wide range of organisations from both the NHS and from businesses in a single programme and campaign.

The main partner in the first phase was the Journal newspaper (part of the Trinity Mirror group) which included coverage of the Workforce Workfit programme in all its Olympic coverage as part of their own “Fit Factor” campaign.

As well as participating in the activities themselves, the businesses which received funding provided feedback and evaluation results on their programmes and were included in all the media coverage. The final event - the Workforce Workfit Cycling Challenge - involved over forty businesses alongside NHS organisations. Our lead partners for this element were Storck Cycles which delivered the static bike time trial challenge and ran the event itself and Alchemist Fitness a personal training company which ran bespoke fitness programmes for NHS staff free of charge and also supported the event.

The partnerships were all created through the project manager networking and promoting the Challenge and creating interest and enthusiasm in participation.

5. What were the outcomes?

The Workforce Workfit programme has had the following key outcomes:

- Has resulted in almost 10,000 employees across the North East becoming more involved in some form of physical activity
- Within the SHA itself, more than 60% of staff were engaged in one or more activities within six months
- This project achieved the coveted Olympic Inspire Mark and is commemorated by a plaque at the Olympic Park, securing national recognition for an NHS initiative
- WFWF also achieved a national Gold Award from Olympic Gold medallist Jonathan Edwards and Sir David Nicholson in recognition of its contribution to the national NHS 2012 Challenge
- The PR which the programme attracted was considerable and the programme won a Chartered Institute of Public Relations award for best Sporting Campaign in November 2012, again securing national recognition for the NHS
- Workforce Workfit was also featured as a flagship staff fitness project in the Health Service Journal in October 2012 http://www.hsj.co.uk/resource-centre/best-practice/public-health-resources/the-art-of-getting-nhs-staff-physical/5050285.article?blocktitle=Resource-Centre&contentID=8630
- For the Cycling Challenge, 43 teams and over 130 people from the NHS, public and private sectors businesses across the North East took part over one weekend, at two major shopping centres, to cycle around a virtual Italian village. About a quarter were NHS staff including nurses, adult care staff, health scientists, a GP, an A&E consultant, workforce staff from the SHA, radiographers and paramedics. Even the staff at the two centres joined in. The winners were the Royal Marines (men’s team) not so surprising but the NHS paramedics were a close second and the ladies from NHS Tees FT won the ladies race

6. Links to other priorities and policy areas

Closer working relationships with both NHS and community services, and with businesses across the Region, making collaboration and partnership working more generally much easier.
The engagement of some 10,000 people across the North East in physical activity

7. Lessons/ideas to share

Key lessons include:

- Using social marketing principles to understand what people wanted, and to create programmes which reflected this
- Adapting the programme in response to feedback
- Offering a wide range of initiatives
- Recognising the value of good, on-going publicity: for instance, the partnership with the Journal provided a great deal of publicity across the Region. Within the SHA, the programme was promoting through a range of routes including newsletters and bulletins, but also by carrying it through across the organisation with canteen staff offering themed menus and joining in the challenges themselves
- Engaging senior management: the SHA Board approved the business case so that there was a resource available, and senior managers backed the scheme allowing staff to leave slightly early in order to be ready for classes at 5pm (in response to feedback that any activities needed to be immediately after work)
- Having a resource: the project manager designed and led the programme, and had the time and expertise to network with potential partners and promote the campaign, selling the benefits
- Identifying partners which can contribute, such as specialist providers such as Storck Cycles who were able to design and deliver a cycling challenge
- The cycling challenge was very popular and generated a great deal of interest

8. Next steps

In 2012 the programme was further developed to include Bollywood dancing, fencing, rowing and horse riding and new partnerships have been forged with other organisations including community services and North East Ambulance Service NHS Foundation Trust, as well as with specialist organisations including Alchemist Fitness (a personal training company) and Storck (a performance bike company). We will also analyse the over 300 surveys about cycling which we collected.
Engaging the leaders of organisations was an early objective. A number of initiatives to engage leaders were undertaken and the following case study highlights work commissioned by The North West Leadership Academy who engaged Optima-life to help them deliver a programme. ‘Managing Your Mojo’ was aimed at local chief executives. The programme was designed to give the leaders with a personalised, real life evaluation of how they were physiologically coping with the demands of both life at work and life away from it.

Consisting of three strands the programme started with delegates attending a half day workshop ‘Maximising Performance: It starts with you’ where they explored the science behind many of the key factors that influence resilience, engagement, health and performance. In addition they completed a self evaluation tool “The PERFORM Diagnostic” which will give them a personalised view of their strengths and areas to work on.

The second strand utilised a discrete monitor, The Bodyguard was worn over a 72 hour period with the wearer keeping an online diary throughout. The Bodyguard gives a physiological perspective which when mapped against the diary markers (actions, perceptions, food, sleep, etc) provides a report that provides objective and personalised information relating to stress, recovery, sleep and exercise. The data from the monitoring process showed that:

- 50% of attendees were not achieving physiological resilience
- 68% of measurements showed poor levels of physical activity
- 70% of attendees were not sleeping well
The third strand involved the feedback of the reports, goal setting and the provision of weekly e-bulletins that helped the recipients reflect on the science that sits behind a number of positive health behaviours. The programme was evaluated through feedback and critically by re-monitoring the participants 3 months later. The results are of interest and showed that whilst stress remains, the ability to cope with through increased sleep indices and resilience scores had significantly improved.

<table>
<thead>
<tr>
<th></th>
<th>Summer 2011</th>
<th>Winter 2011</th>
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<tbody>
<tr>
<td>% of 24 hour period in a relaxed state</td>
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<td>33</td>
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<tr>
<td>Sleep Index (Scale from -100 to +100)</td>
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<td>52</td>
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<tr>
<td>% of days when resilience achieved</td>
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<td>79</td>
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<tr>
<td>% of 24 hour period in a loaded state</td>
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**CONCLUSION**

Whilst these programmes did not look at physical activity in isolation they did pick up on many themes used in sport to deliver resilient sports men and women. The personalised and objective nature approach based around data seemed to engage leaders and motivate them to encourage further uptake of activities related to The 2012 Challenge held within their local organisations. A number of the leaders who attended took the knowledge back to their workplaces and used the programme across their internal leadership and management teams.

I have also shared my learning with my immediate team and they have found some of the practical advice beneficial. In summary this has been a very cost effective way of ensuring that I am a happier, healthier and even more effective leader.

**CEO NHS Mental Health Trust**

My driver to access this course was to identify which was likely to kill me first being a CEO in today’s NHS or simply lifestyle. For me it was life style which won! So I have prioritised where I can, my work / balance, raised my own awareness of stress and how to counterbalance that and take care of myself a little better than before.

**CEO NHS Foundation Trust Hospital**

What People Are Saying…

The workshop has provided me with personal insight into how my personal well-being does impact on my performance it has also given me some very practical skills/techniques to enable me to be healthier and to perform even more effectively. This was particularly useful when I had to mange a very difficult issue at work which I know I was able to handle even more effectively by drawing on the knowledge I had gained through the experience.

**Mike Farrar, CEO NHS Confederation**

Optima-life has been a leading supporter of the NHS 2012 Challenge. Using their unique evaluation of lifestyle, their understanding of sport and their dynamic approach to educating and inspiring health, performance and wellbeing they’ve made a really positive impact on the 2012 Challenge.

**Mike Farrar, CEO NHS Confederation**
Sports participation

Walking  Cycling  Running  Football  Cricket  Touch Rugby

Golf  Swimming  Hockey  Netball  Ping Pong  Racketball

Participation Figures

felt benefits to their health & wellbeing

83%

taken up more exercise since taking part

70%

agreed their morale had improved

53%

saw teamwork or working relationship improvements

34%

agreed that the quality of patient care improved

12%

Feedback from staff participating in the NHS Sports & Physical Activity Challenge
G.O.S.H
Walk to work week
Workout at work day
Men's health week
Love your heart day
Commando training
Pilates
Hula hooping

Gateshead Health
20K cycle ride
Zumba
Guided walks
Tai Chi breakfast

NHS North East
10,000 employees
60% SHA staff
Inspire Mark

Team Somerset
51 workplaces took part
90 activities
weight loss, cycling & walking challenges

York Teaching
Online weight tool for 917 active staff
226 active family/friends
900 attended H&W fair

Leeds Community
Pedometer Challenge
Cycling Challenge
Swimming Challenge
Festival of sport with 600 attendees

Nottingham Univ' Hospitals
Fitness classes
Running
Netball
Gym sessions
Netball
Pedometer challenge
Cycling

Walton Centre
Circuit Training
Bike scheme
Running club
Netball club

Wirral Univ’ Teaching
2012m legacy track
Walking route
Running routes

Health Promotion Devon
Walked 160,000 miles
to the moon & back!

Gateshead Health
£918,081
direct cost reduction
£1,180,127
Spend reduction

Trust Savings
£2,000,000 +

York Teaching Hospitals
Walked 322,111 miles,
around earth 13 times

Leeds Community Healthcare NHS Trust
325 Miles
32,000 miles
4,855 miles
Swimming Challenge
Pedometer Challenge
Cycling Challenge

Nottingham University Hospitals NHS Trust
Ran
94 Marathons
Swam
English Channel 11.5 times
Walked
John O'Groats to Lands End 18 Times
Cycled
Tour of Britain 8.5 times
Rowed
River Trent 3 times

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www.sportandphysicalactivity.nhs.uk
NHS Sport & Health Programme
Delivered in partnership with MSH Partnership
www.MSHpartnership.org

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