

Pilgrims Hospices Health and Wellbeing Strategy

2021 – 2026

Introduction

Employee wellbeing is now recognised as an integral part of good business practice. Innovative organisations have firmly established the association between promoting a culture of employee wellbeing and increasing performance/productivity.

Our priority at Pilgrims Hospices is to ensure a collaborative and cohesive partnership working with our staff and volunteers to promote good physical, mental and psychological health and wellbeing, and to ensure the right support is available where needed.

We draw on the experience and expertise we have available to us to coordinate our best efforts and guide us on best practice; recognising that there is no single solution for how Pilgrims can solve the challenge of improving staff health and wellbeing.



Our Vision

At Pilgrims Hospices we have a simple vision:

"Of a community where people with a terminal illness and their family and friends are supported and empowered to live well in mind and body until the very last moment of their life".

Our Values

To achieve our Vision, we have a shared set of values and behaviours that will enable us to be the people and the charity that patients and their loved ones need us to be. They form our 'CODE' which guides us in our daily working and decision making.

Compassionate

We treat everyone with compassion and care.

Open

We communicate openly, honestly and effectively.

Dynamic

We are dynamic, improving and developing our services.

Empowered

We empower people to achieve their outcomes.

Overview of the workforce

Pilgrims Hospices employs in the region of 400 staff (including bank staff) and at least 75% of these staff occupy nursing and patient-facing roles. We also engage the services of approximately 1500 volunteers. Our staff and volunteers work across our three hospice sites in east Kent, 30 shops as well as the wider community. Our workforce consist of a range of staff who possess a variety of skills, knowledge and expertise, with different levels of experience.

Background and context

This strategy has been written in partnership with staff across the Hospice, builds on the existing work underway, and lays strong foundations for the further work and improvements required over the next five years to ensure the development and sustainability of high quality health, safety and wellbeing support services and systems.

When developing this strategy, we have taken account of our Corporate Workforce Plans, feedback received from our most recent workforce engagement survey, and national

strategies from high performing organisations, including third sector and NHS organisations. We have also reviewed the strategic objectives of Pilgrims and the Annual Performance Dashboard. These actions highlight the individual, team and organisational factors that promote wellbeing and how these factors are being addressed. These actions will support us in achieving our strategic challenges within an open and supportive culture where every member of the workforce is able to fulfil their potential.

Our Commitment

Our organisational strategic objectives prioritise the development of a cohesive five year workforce plan. Reflected in our Corporate Workforce Plan, Health and Wellbeing is an essential part of improving workforce resilience. It will support the achievement of the Workforce Corporate Plan by improving staff capability, resilience and engagement, to adapt to and embrace change as the organisation develops.

We recognise that our workforce is a valuable asset and is integral to the delivery of our Vision and Mission. To deliver this, Pilgrims and its workforce have a shared responsibility to create a highly skilled, motivated, engaged and healthy workforce.

In order to retain skilled staff, and attract future talent, we need to provide an environment where staff and volunteers feel highly motivated to be able to consistently perform their roles to a high standard, and actively role model our organisational CODE, behaviours and values.

Pilgrims is committed to being seen as an employer of choice within east Kent and recognises that an important aspect in achieving this is the promotion and maintenance of the physical and psychological wellbeing of its entire workforce. The aim of this strategy is to demonstrate how Pilgrims will meet the expectations of a compassionate, open, dynamic and empowered organisation, which strives not just to embody but lead the development of best practice within HR.

How we will deliver our Vision Through our Health and Wellbeing Strategy, our intentions over the next five years are to:

- Ensure H&W initiatives are in place to support healthy workplace practices aimed at minimising ill health;
- Futureproof our workforce, ensuring we have the right number of people with the right skills, behaviours and shared values to meet the needs of the people we support;
- Strengthen workforce resilience to enable staff to better manage their own health as appropriate including the development of support linked to personal resilience and mindfulness;



- Ensure high levels of engagement with our workforce;
- Provide access to a range of initiatives which offer safe and high quality support, when needed;
- Ensure the workforce is fit for purpose and will support with the delivery of our long-term strategy;
- Enable staff to work across organisational and professional boundaries, in order to meet the needs of our patients and their families; and
- To promote an environment where staff and volunteers feel a sense of fulfilment, job satisfaction and potential career development opportunities.

Key Strategic Pillars

We have identified four primary areas aligned to the Corporate Workforce Plan, that will underpin the work we do as part of the implementation of the Health and Wellbeing Strategy, and support us in achieving our strategic intentions.

Each area will seek to identify supporting activities and procedures including action plans and measures of success necessary to progress the objective.

The areas are as follows:

- Emotional and Mental Wellbeing
- Supporting Our Workforce
- Reward and Recognition
- Successful Leadership.

Objective 1 Emotional and Mental Wellbeing

Our Current Provisions

We already provide a wide range of services and support mechanisms to our workforce to maintain and improve their own wellbeing and that of their colleagues, including: a confidential Employee Assistance Programme, access to a range of comprehensive resources, tools and techniques on how to look after your own wellbeing; including Sage and Thyme training to act as a guide in conducting staff support sessions, and access to NHS telephone support lines.

Our Goal

Recognising that there are many factors that can influence our sense of health and wellbeing, including emotional and mental health factors, Pilgrims is committed to continuing to create and promote an environment for all staff and volunteers, where we can talk openly about our health and wellbeing and have access to support where needed.

To achieve this we will:

- Become an accredited Mindful Employer, ensuring we are recognised as an employer who is working towards achieving better mental health at work;
- Ensure the provision of tailored mental health support, and introduce the role of trained Mental Health First Aiders across the organisation to appropriately signpost and support the workforce when needed;
- Review our approach to stress related absences, including supporting policies and procedures;
- Deliver a range of Resilience and Mindfulness workshops, and wellbeing hubs;
- Run an annual in-house Health and Wellbeing Week which provides staff with access to a range of advice and support;
- Develop and embed the role of Health and Wellbeing Champions to raise awareness and engagement among the workforce, driving cultural change; and
- Promote key health and wellbeing events.



Objective 2 Supporting Our Workforce

Our Current Provisions

In order to ensure the sustainability of the workforce and support the needs of employees to remain in the workplace, organisations require good management practices. We recognise this and have introduced a number of schemes to promote a healthy lifestyle, including: access to occupational health services including annual flu clinics, discounted gym memberships, access to free fruit and subsidised meals, and access to a Cycle to Work scheme.

Over recent years changing workforce demographics and pension and retirement changes have contributed to a rise in the average age of employment. The average age of employees within health and social care is 43 years, compared to Pilgrims, where the average age is 45 of which 50% occupy patient facing roles.

Our Goal

As a responsible employer we recognise our duties under the Equality Act 2010 and are committed to promoting a workplace that embraces diversity and culture, taking into consideration our age diverse workforce profile, and further support staff and volunteers to remain in the workplace.

To achieve this we will:

- Undertake a piece of work to better understand our workforce profile and ensure appropriate interventions are in place to support;
- Ensure our Occupational Health Service supports the needs of an aging work force, and conduct a full review of the service to understand whether alternative provisions might better meet our needs;
- Review our position relating to Pension Salary Sacrifice Schemes;
- Embed a cultural shift towards normalising menopause, and ensure staff and volunteers have access to the right support and information where needed;
- Introduce a new Health and Wellbeing Framework which promotes health living awareness and supports with health needs;
- Review our complementary therapy offerings to staff, including the introduction of new services e.g. yoga;
- Provide 'Planning for Retirement' workshops to better prepare staff for life after retirement;
- Review our flexible working practices, to account for 'Hybrid' working and support the implementation of digital ways of working; and
- Review our position on preventative medical health checks to support the workforce in maintaining good physical health including the introduction of wellbeing days.

Objective 3 Reward and Recognition

Our Current Provisions

Reward and recognition is critical to enhancing employee engagement and performance. Research shows that employers with detailed recognition and career development programmes score significantly higher in terms of productivity, employee engagement and retention. Over recent years we have embedded our organisational CODE into our daily working practices, supporting a culture of growth; where our achievements are showcased and celebrated across the organisation through our CODE Award Events. Staff and volunteers are also invited to participate in annual workforce engagement surveys, designed to act as a valuable tool allowing us to benchmark ourselves against other hospices, celebrating what we do well, and identify what further improvements we can carry out.

Our Goal

Feeling a sense of contribution, achievement and reward from their work can influence the wellbeing of staff and volunteers. Through this strategy will we seek to build on the foundations already in place, and foster a workplace of high morale, where staff and volunteers feel valued and recognised for their commitment and understand how their contribution supports Pilgrims in achieving its vision.

To achieve this we will:

- Review our Workforce Recognition process, building on the established CODE Award Scheme;
- Review how we recognise long standing staff and volunteers, including the definitions of long service and ensure it includes our CODE behaviours and values, incorporating CODE;
- Review our current non-financial benefit offerings to support in the attraction and retention of staff; and
- Review the format of staff communications, including the use of Shout Out Boards, and informal engagement channels including People Matters.



Objective 4 Successful Leadership

Our Current Provisions

Pilgrims understands that leadership and management are key enablers of the workforce strategy, and having strong leadership, clear communication and examples of good practice are fundamental to ensure the health and wellbeing of staff and volunteers. Organisations that benefit from health and wellbeing initiatives are the ones where managers at all levels across the organisation understand the importance and potential impact of good health and wellbeing, and who role model the positive behaviours they expect to see from others.

To ensure managers are equipped to support the health and wellbeing of their staff, Pilgrims offers a range of tools and techniques including: a suite of management training, the annual personal development review plans for all staff across the organisation, the introduction of an externally facilitated leadership and management programme, clinical supervision, and the use of 360 appraisals.

Our Goal

Recognising the critical role that our managers play in the wellbeing of their employees, we will ensure they have the right skills, and training needed to empower them in leading their teams successfully.

Further we will ensure our health and wellbeing initiatives are backed by strong leadership and fully integrated into our daily activities.

To achieve this we will:

- Develop a leadership framework that ensures a robust process of coaching, mentoring and supervision for leaders at all levels;
- Ensure training for line managers has clear alignments to strategic priorities as well as organisational values and behaviours;
- Develop in house, effective management training workshops for middle managers focussing on how they can promote mental health awareness and wellbeing in the workplace;
- Continue to develop medium-term plans to address nursing staff pressures and include the development of future nursing roles;
- Develop and embed succession and talent management plans for all senior and middle grade line managers;
- Continue to ensure robust organisational policies and procedures are in place to support good management; and
- Encourage open conversations about mental health and the support available when employees are struggling.



Delivering Our Strategy

The Remuneration and Workforce Committee will have oversight of the delivery of this strategy and ensure it is supportive to our other corporate plans. The Head of Workforce will report on a quarterly basis on the progress of our plan to the Committee.

The successful delivery of our strategy will ensure our workforce remains healthy and engaged so that they are able to contribute to the delivery of outstanding patient care.



Find out more about
our work and other ways
you can support us.

Email: eastkent@pilgrimshospices.org

Visit: www.pilgrimshospices.org  [pilgrimshospices](https://www.facebook.com/pilgrimshospices)  [@PilgrimsHospice](https://twitter.com/PilgrimsHospice)

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