

STAFF HEALTH STRATEGY COMMUNICATIONS PLAN

INTRODUCTION

The Staff Health Strategy Governance Group has been established to implement a Staff Health Strategy, identify and act on trends affecting the health and wellbeing of staff and ensure support is provided for key staff health commitments, including the Healthy Working Lives Award.

Communications and engagement with staff is one of the key priorities identified within the Staff Health Strategy.

Communicating our strategy presents considerable challenges. It cannot be viewed as a “one size fits all” approach. Evaluation has shown that knowledge and awareness of the previous staff health action plans were limited.

We know that we need to improve how we communicate with our staff, wherever they work and whether they have access to a computer or not. We also need to work harder to engage with those staff who have traditionally not taken part in health activities and to provide targeted opportunities for them.

This communications plan sets out priorities for action for 2016-17 and how these will be taken forward. In doing so, it builds on work done to date to communicate the Staff Health Strategy with NMSGC staff and seeks to learn from previous experience.

REVIEW OF PREVIOUS ACTIVITY

The Staff Health Strategy 2011-14 set out a plan for communicating with staff as follows.

8.5.2 We will do this by:

- *Branding – the “Your Health” brand links the strategy to the staff health intranet pages and internal newsletters, thereby making messages clearer for staff and creating clarity between the staff health strategy and Healthy Working Lives.*
- *Planning – review and update existing communications plans in both organisations.*
- *Partnership – work closer together to share resources and skills.*
- *Increasing staff engagement – target staff that are excluded from receiving health messages by recruiting and developing health champions at a local level.*
- *Leadership – engagement is higher when actively supported by managers. We will highlight the benefits of engagement to managers and consider the inclusion of health and wellbeing within managers’ objectives and work plans.*
- *Targeting – we will provide a health improvement grant scheme for low paid workers.*

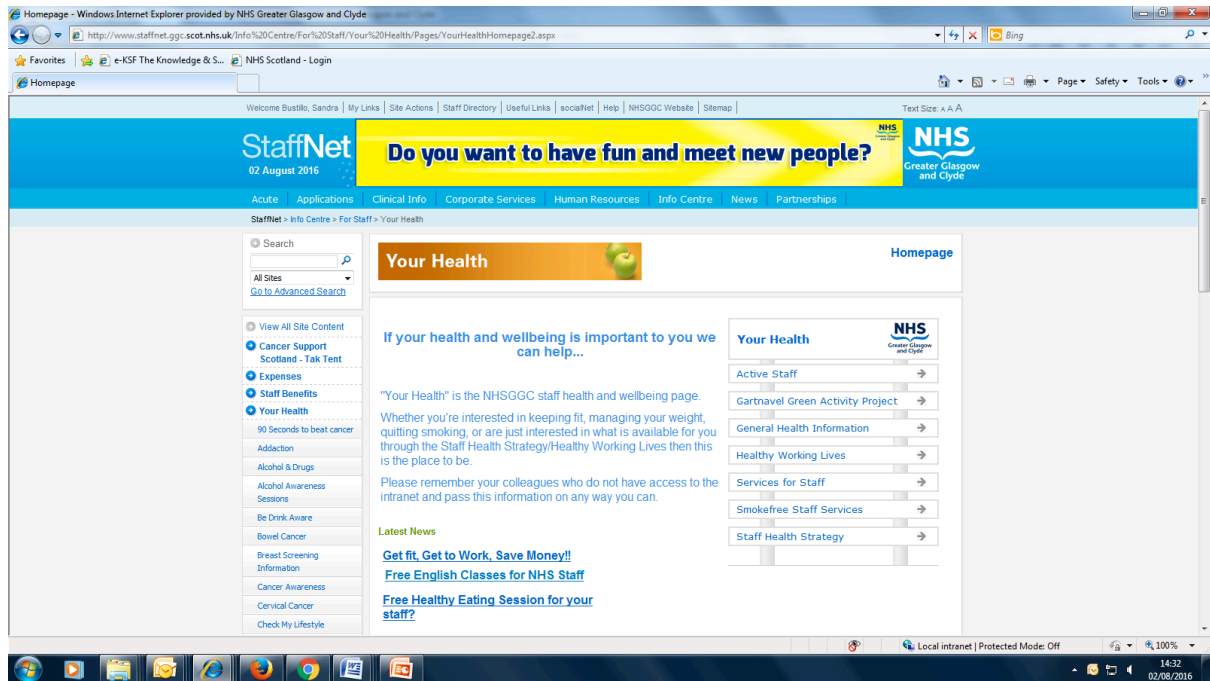
a) Branding

A single ‘Your Health’ brand was implemented for the intranet and pages developed on key health and wellbeing programmes including active staff, Healthy Working Lives, smokefree services and occupational health.

There are a number of issues with this site:

- Whilst there is a wealth of general information on the site, it has not been kept up-to-date, with information dating back to 2014 and 2015.

- Some of the content has now been migrated to the new HR Connect site e.g. Occupational Health content meaning that staff have to toggle between the intranet and website for their information impacting on ease of access.
- The active staff pages are also hosted separately on the website
- Mental health and stress in the workplace are notable omissions from the site
- The 'Your health' branding is not used consistently across all staff communications channels. Indeed it is not used in any other channel.



In addition, since the pages were developed, a number of sub-brands have been developed which do not fit with the main 'Your health' brand.

- The *active staff* physical activity brand was launched in 2014. Active Staff is our service designed to support NHSGGC staff to get more physically active, both at their workplace and in their local area
- Smokefree services were re-branded in 2016

The Healthy Working Lives brand is also prominent.

The brand landscape is therefore fragmented and confusing and does not help with the stated aim of 'making messages clearer for staff and creating clarity'. A priority for 2016/17 will therefore be to review the overall brand for the Staff Health Strategy and for the various strategic programmes and to review the user experience of online content for the strategy and its programmes.

b) Increasing staff engagement through the appointment of health champions

This has had some impact in the active staff programme with the appointment of activators to work with their colleagues and support and encourage them to take up physical activity. The use of flu champions had more limited success in encouraging uptake of the flu vaccination however.

There is a cost to the organisation of taking this approach to engaging and communicating with staff and this needs to be considered against the mixed success in taking this approach.

c) Review communications plans

This is the first comprehensive communications plan to be drawn up to support the Staff Health Strategy. In doing so we are, for the first time, ensuring that activity is focused, planned and effective and resources can be best-deployed to support the priorities of the strategy.

COMMUNICATIONS PRIORITIES

a) Our target audience

Staff Health Strategy activities should be available for all staff but should be locally targeted to those staff more likely to experience health inequalities e.g. lower paid staff, shift workers, blue collar workers, departments with high absence rates, isolated workers.

Many of our staff do not regularly access computers and some have poor literacy and IT literacy. To reach these staff our communications plan must include a variety of approaches, including road shows, team talks, printed literature aimed at specific groups, HR team training and manager engagement as well as the mass media corporate channels used for the organisation as a whole.

b) Priorities for action 2016-17

To maximise the impact of communications activity, two priority areas have been identified for 2016/17; obesity and stress in the workplace.

i) Obesity

Obesity is a major risk factor for heart disease, diabetes, hypertension, arthritis, some cancers, mental health problems and premature death. There has been a marked increase in the prevalence of obesity in Greater Glasgow and Clyde. Preventing and managing obesity is a national and local priority. The obesity epidemic stems from an imbalance between calorific intake and physical activity. In order to reverse this epidemic the population needs to consume a healthier and safer diet and become more physically active.

Within the workplace, obesity can impact on the ability of staff do continue to carry out their duties. According to as survey by the Royal College of Nursing, 70 per cent of nurses are overweight or obese.

The Staff Health Strategy gives a commitment to support staff to reach and stay at a healthy weight, particularly through opportunities for active living and healthy eating.

Communications priorities:

- Physical health

The active staff programme has been re-vitalised with the appointment of a new activestaff co-ordinator. The internal communications team will liaise with the co-ordinator to develop a calendar of features and news stories to promote the activestaff programme and develop further the content of the activestaff web pages. Activities will also be promoted via the NHSGGC corporate account and on facebook.

This will include promotion of the walking challenge and other mass participation events organised through the programme.

We will also work together to produce marketing collateral for use in road shows and fieldwork in our hospitals and other workplace settings.

- Food retail policy marketing campaign

A campaign is being developed for launch in autumn 2016 to raise awareness of the food retail policy and to increase the uptake of healthy food and drink options on NHSGGC sites. Based on the Scottish Government's Eat Better Feel Better campaign, the NHSGGC promotional activity will support staff and visitors to make healthy choices by labelling healthier menus and creating incentives to eat more healthily.

The campaign will be implemented in dining rooms and canteens, on via vending machines and in Aroma Cafes.

- Support for those overweight or obese

A number of services are available to support staff that are overweight to attain a healthy weight. This year, staff with one of three underlying health conditions will be able to access free of charge the community weight management service run by Weight Watchers on our behalf. Staff referrals will be made via occupational health. This service will be promoted to staff through a variety of channels.

We will also liaise with NHS Choices and NHS inform to develop an online weight management resource to support staff and this will be promoted upon its launch.

Other schemes including the Weigh in at work and Healthy weight challenge will also be promoted.

ii) Stress in the workplace

Within NHSGGC, we place value on both the physical and mental health of our staff. Stress can be caused by issues within the organisation, including those related to demands, control, relationships, role, support and change. Domestic factors (housing, family problems and bereavement) can also add to levels of stress experienced by our employees.

NHSGGC has developed a staff stress action plan to tackle stress and help staff to manage stress. In 2016/17 a major campaign will be developed to raise awareness of the significant resources available to help managers and staff manage stress in the workplace.

This will cover issues such as:

- Signs and symptoms
- 10 tips for managers/individuals
- The RESOLVE approach
- The Resilience toolkit
- HSE toolkit and self-audit
- Mindfulness
- IMatters contribution
- Support services available
- How the organisation supports staff when things go wrong (legal support, employee counselling, FAI support etc)
- How we can all help one another 'Are you okay?'
- Dealing with financial worries
- Carers' support

The campaign will signpost staff and managers to sources of further help and support and as part of this we will review the online support available to staff on the intranet and website.

c) Other programmes

In addition to these two priorities we will also continue to raise awareness of ongoing programme of staff health activity delivered via national marketing campaigns and the employee health and wellbeing strategic programmes. We will communicate these via the corporate communications channels including core brief, HRConnect, Staff communications portal, Staff Newsletter and NHSGGC's social media accounts.

- Smoking cessation and second hand smoke
- Alcohol
- Immunisation
- Flu vaccination
- Health screening
- Detect Cancer Early

d) Healthy Working Lives

Healthy working lives framework supports employers to create healthier working environments and improve staff health.

This year we will:

- Increase staff awareness of the healthy working lives award
- Communicate health information and activities in a variety of ways particularly targeting those staff groups who are traditionally harder to reach because of where they work, when they work, or because of their own life circumstances

REVIEW AND MONITORING

Regular reports will be provided to the Staff Health Strategy Governance Group.