

The Myton Hospices Employee and Volunteer Wellbeing Strategy

Published December 2023

Our Wellbeing Vision

The mental, emotional,
financial and physical health
of our paid and voluntary
workforce will be well
supported throughout their
roles and time at Myton*



***From the 2023-2026 Myton People Strategy**

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Why Workplace Wellbeing Matters- the external case

- The Chartered Institute of Personnel and Development (CIPD) reported for 3 consecutive years that the **top 3 causes of work-related stress were workload, management styles and relationships at work.**
- Research by the mental health charity MIND identified that “***the cost of poor mental health to employers is between £33-44 billion per year***”.
- Covid-19 significantly changed people's views about where they work, with **49% of a *The Times* survey respondents planning to change jobs to work at their preferred location** and **66% preferring to have a combination of home and office working** where feasible.
- The UK population is ageing, with **almost 1/3 of the working population aged over 50**, increasing the likelihood of employees experiencing **age-related health concerns, caring responsibilities for older relatives** and **financial anxieties** about retirement.
- A 2019 CIPD survey found that **3 in 5 menopausal women were negatively impacted by symptoms at work** and BUPA found that **over 900,000 women had left jobs due to menopausal symptoms.**
- The **Stevenson/Farmer review** commissioned by the Government in 2017 led to the **Thriving at Work** report, setting out **6 core mental health standards and 4 enhanced standards for employers** - health regulators are starting to seek **evidence of compliance** against these standards.
- **Financial stress** has been identified in workplace studies including a 2020 study by the University of Manchester Business School as **impacting sleep, health, relationships and workplace performance** with 1 in 4 people struggling to concentrate on work when thinking about their finances and 81% of people turning down a job due to travel costs.

Why Workplace Wellbeing Matters- the Myton case

Our workforce demographics and data:

- **51% of our employees are aged over 50-** bringing huge experience and skills benefits to us. We must ensure our wellbeing focus reflects the specific health, carer and lifestyle needs of these employees.
- **Over 80% of Myton's predominantly female workforce are of typical menopausal age.** Our employees have told us they want support, information and advice about the menopause and this has been a key theme of our wellbeing focus to date.
- Approximately **30% of our employees have school-age children** - working patterns and flexibility are key to help working parents juggle the demands of both work and family. Similarly, many employees have **caring responsibilities for older relatives** and need working pattern flexibility to support with this.
- Almost 40% of Myton sickness absences in 2023 were linked to stress, depression and anxiety - some linked to work.
- The multiple different teams in Myton mean that **over 15% of our employees are in leadership roles** in some way- managing teams of staff, volunteers or critical specialist functions and **directly impacting the wellbeing of people around them.**

The cost and operational impact:

- **Occupational sick pay** (a Myton benefit that increases Statutory sick pay) **costs over £175,000 a year.**
- Arranging **cover for sickness absence** through overtime, additional hours or bank shifts for clinical and retail roles **costs up to a further £35,000.**
- **Lost trading income from shops** being closed if we cannot cover absences **costs up to £100,000 a year.**
- **Balancing fair, competitive pay** for our employees **with** the need to ensure **financial sustainability of our Charity** is an ongoing challenge and key for Myton - financial wellbeing at a time when costs of living are rising for our staff is critical.

Foundations for wellbeing

The wellbeing of our people can only be fully supported and enhanced if it is built on strong organisational foundations that underpin all the actions and intentions outlined in this strategy. From researching best practice and considering Myton's existing attributes, we believe that these four areas are the critical foundations for embedding workplace wellbeing here.

1. Leadership Commitment - we will:

- Foster a **culture of wellbeing** by ensuring all leaders' commitment to and active participation in promoting and supporting wellbeing within their teams, and enabling people to benefit from wellbeing initiatives.
- Review our “**family friendly**” provisions and associated policies to fully **reflect and support** the broad spectrum of **carers needs** our employees have.
- **Allocate resources and time** for wellbeing strategy implementation and wellbeing assistance in all teams.
- Continue to **train and develop all line managers'** skills and knowledge on sustaining wellbeing of themselves and their teams, holding wellbeing conversations and creating Wellbeing Action Plans, and **support line managers** with any more complex wellbeing issues.
- Share **regular wellbeing updates** and information about wellbeing initiatives, and **support employees and volunteers to engage** with and benefit from these.



2. Myton Values and Behaviours - we will:

- Show **RESPECT** and dignity for all to ensure that diversity and differences, including of opinions, are valued and encouraged, and that principles of fairness and a no-blame culture are embedded.
- **VALUE** every individual and ourselves so that people take care of their own wellbeing as well as look out for and respond to each others' needs and empower people to reach their full potential.
- Demonstrate **PROFESSIONALISM** in all we do, acting as positive role models, holding people accountable for their behaviours, and showing flexibility in order to achieve the best outcomes.
- Operate as **ONE MYTON** by involving and considering the needs of other teams as well as the people Myton cares for in our decision making and change delivery.





3. Prevention - we will:

- Actively help our people make choices and change behaviours that will help them positively manage their own wellbeing.
- Ensure our people know about the guidance, information and support available through the freephone Colleague Support Service, GP helpline, Mental Health First Aiders, and wellbeing coordinator.
- Encourage the proactive use of Wellbeing Action Plans as a preventative not solely reactive tool to help employees and their managers identify how best to maintain good health .
- Make wellbeing business as usual throughout Myton, not just something that is focused on at times of change or difficulty.



4. Personal Commitment - we will:

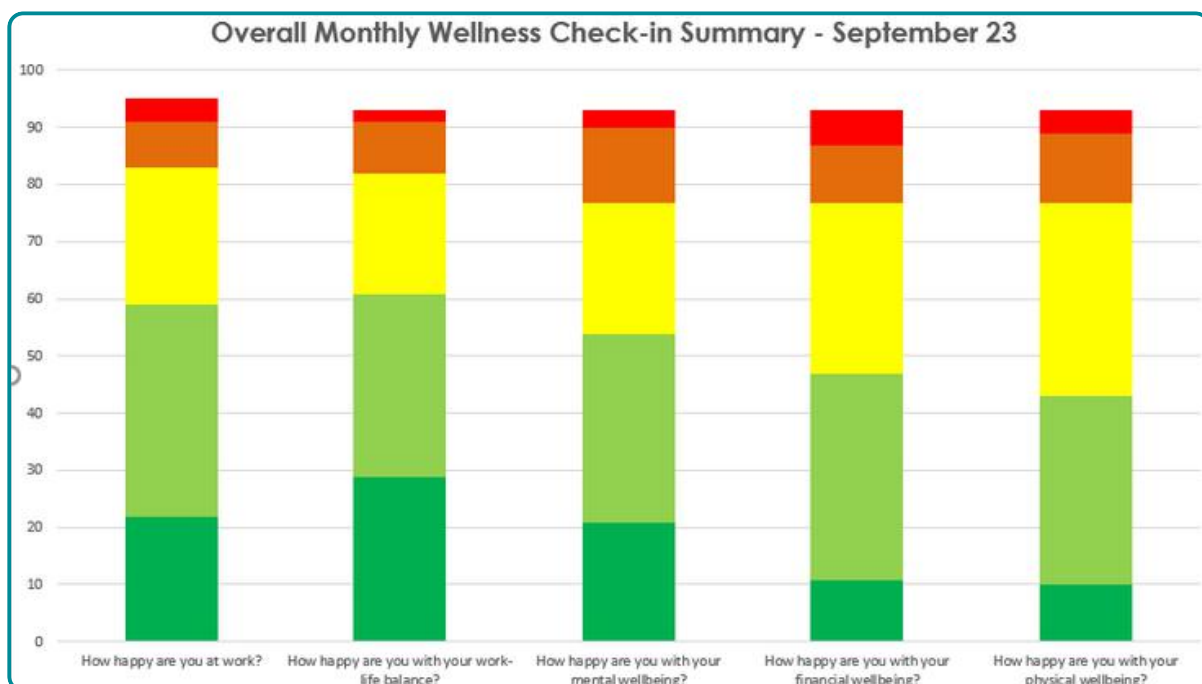
- Encourage everyone to take responsibility for their own wellbeing, understanding what benefits and initiatives Myton provide that can enhance wellbeing and taking up ones that could be personally beneficial.
- Take time to actively understand what really matters to our employees and volunteers at each stage of their time with Myton so that support, activities and initiatives intended to enhance wellbeing are personalised to the needs of Myton's people.
- Champion diversity and individuality across all areas of Myton so that people can be their true selves at work and are supported to be so.

Assessing wellbeing needs

It is key that our wellbeing strategy directly meets the needs of our employees and volunteers, and that these needs are identified from the direct feedback of our people.

We will regularly assess wellbeing needs by:

- Using the quarterly **Myton Wellness Check-in** pulse surveys and further theme specific surveys where needed for detail
- Discussing check-in feedback with **department leads**, and the **One-Myton People forum** to identify how we can tailor our support for greatest benefit.
- Engaging with our **volunteer forums** to understand their challenges, concerns, and expectations regarding wellbeing in the many different roles they fulfil.
- **Seeking feedback** from specific wellbeing initiatives and campaigns to gauge what is most valued.
- Regularly **reviewing data** including attendance/ absence trends, **Exit interview feedback** and themes and data from our Colleague Support Service and GP helpline usage.



Our Wellbeing Pillars



Physical wellbeing - we will:

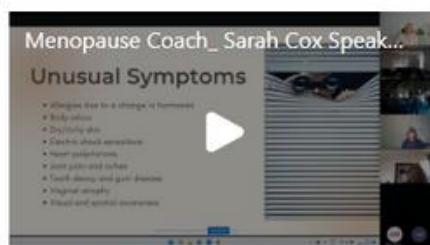
- Promote short **walking** routes near each site accessible during breaks & encourage people to leave their work-spaces to take a walk.
- Offer a facilitated “**Couch to 5k**” group and enable people to take part partially in normal working time.
- Provide clearly identified **healthier option subsidised meals** for employees and volunteers through our on-site restaurants.
- Encourage people to utilise the “**Doing our Bit**” **web-based physical activity sessions** that Myton was the first Hospice to gain access to.
- Facilitate access to ergonomic IT and office equipment.
- Offer **DSE assessments** and vouchers for discounted/ free glasses for any employees who need them.
- Offer **free** on-site seasonal flu **vaccinations**, and cover the costs of all other frontline healthcare worker recommended vaccinations.
- Offer local discounts to sports and gym facilities and a cost-effective “**Cycle to work**” scheme.
- Run regular and varied **Menopause** advice, support and symptom-assistance sessions.
- Raise awareness and encourage use of the **FREE 24/7 GP service**.

Spotlight on Menopause support

Range of Free expert speaker events, recorded for
any-time playback



Breathing & Relaxation for Menopause

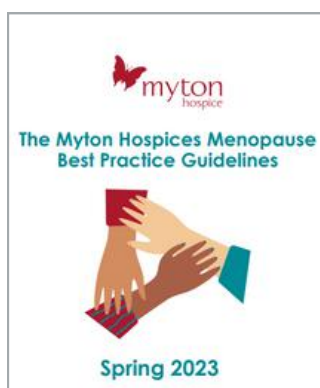


Sarah Cox - Lets talk Menopause - Breaking the Stigma

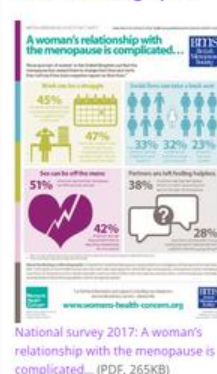


Deepak Lodhia - Pharmaceutical side and the relationship
emotional side

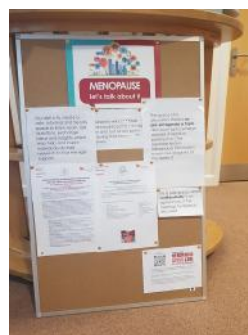
Guides and fact sheets



BMS/WHC infographics



Regular menopause meet-ups



On-line Library of Myton Menopause resources





Emotional Wellbeing - we will:

- Support our team of trained **Mental Health First Aiders** to help signpost and guide any employees or volunteers needing assistance with their emotional health, and regularly raise awareness about who our MHFA's are.
- Offer regular individual **Clinical Supervision** to all our Nursing and Care employees through our team of trained clinical supervisors.
- Offer **reflective practice** group and individual sessions for any patient facing staff or volunteers to support during any more challenging times.
- Raise awareness and encourage utilisation of the free **24/7 telephone based support** and **professional counselling** available through our colleague support service.
- **Train and guide line managers** to identify signs of emotional strain in their teams and themselves, and in how to support people with this.
- Encourage the **proactive use of Wellness Action Plans** to assist employees with all areas of their wellbeing including mental health.
- Develop and educate our teams in **best practice bereavement support** for employees and volunteers so that managers and colleagues appropriately support any of **our people experiencing personal bereavement** which can be made harder through working in a Hospice setting.
- Offer our employees and volunteers guidance on **self-help techniques** such as **journalling, mindfulness and breathing methods** and raise awareness of avenues where people can seek **external professional support**.
- Use the check-in data to assess the interest in/need for **individual wellbeing coaching** and introduce a referral route for this provision if warranted.

Spotlight on Bereavement support



For employees and volunteers working in end of life care, experiencing personal bereavement can be exceptionally hard and can impact their ability to cope with the emotional demands of their work. We have worked with our counselling team to develop a best-practice guide for our managers, and will continue to research, share and help our teams continually improve support for bereaved staff and volunteers



Getting It Right:

A best practice guide for supporting staff through grief and bereavement





Social Wellbeing - we will:

- Encourage all teams to hold **regular team meetings**- in person or virtually - to share information, ideas and get to know each other.
- Assist teams to **use technology to keep connected** with people working at different sites/ from home.
- Promote awareness of our **family-friendly provisions** for people with different caring responsibilities, and ensure **carers' needs** are actively explored in our wellbeing action plan templates.
- Consider feasibility of establishing half-day **internal volunteering** between teams.
- Encourage all employees to **support fundraising events** in the preparation phases or at the actual events.
- Hold **regular volunteer forums** for different teams/ locations of volunteers encouraging mutual support and understanding.
- Hold regular **volunteer thank you/ recognition events** including long service awards.
- Embed Myton **Values and Behaviours and Equity and Inclusion training** across all teams, including volunteers.
- Identify people interested in becoming **Equity Allies** and work with them to promote a **calendar of inclusion activities** reflecting the diversity of our Myton people.
- Introduce new **long-service recognition for employees**, celebrated locally with team involvement.
- Work with the One Myton People forum to identify and run low-cost **fun activities** of interest to different teams.
- Hold quarterly **Myton Management Group meetings** for managers from all areas and teams to get to know each other, share knowledge and build relationships.
- Hold **regular Menopause meet-ups** for employees and volunteers to share advice and offer mutual support.
- Enable employees to **purchase additional annual leave** to spend more time with families/ friends/ taking time away from work.



Financial Wellbeing - we will:

- Enable employees to **save money monthly** directly from their net pay into a **winter-savings scheme**, with all monies repaid in November to provide a cash uplift to help with winter / festive season cost pressures.
- Provide access to **short term crisis loans** for employees facing unexpected financial costs, paid back interest free through monthly payroll deductions.
- **Review our pension provider** for all non-NHS scheme members to ensure it is offering best value fees for employees, and good pension returns investment options.
- Consider whether the current pension provider is best for our Myton people in relation to ease of access, proactive education and value for money.
- Arrange **regular pension education** and awareness sessions for employees at different stages of their working life to encourage appropriate savings for retirement.
- Pay **over** the adult **National Living Wage for ALL employees** including those aged under 21 and Apprentices.
- Encourage take up of the **Blue Light Card** and **Charity worker specific discounts** to help people save money.
- Increase awareness about and utilisation of the **specialist financial advice** service provided through our free Colleague Support line.
- Support employees to get expert assistance with **fuel bill costs** through our partnership with **Citizens Advice**.
- Encourage and facilitate employees to make **Wills at affordable prices** through our legal partnerships in Make a Will week and through investigating and sharing information about other affordable, professional will providers.

Collaborative partnerships



We will use our networks, professional and charitable connections to establish partnerships with specialists and experts who can offer wellbeing related input and content to support our employees and volunteers.

Wellbeing promotion and awareness

With over 350 employees and 700+ volunteers, working from over 30 different locations across Coventry and Warwickshire and also working from home, raising awareness about wellbeing is key and will require a range of approaches.

We will develop a Wellbeing Communication plan to include:

**Promoting access to our
online Wellbeing Hub**



**Holding drop-ins and flexibly
timed sessions to suit
different working patterns**

**Using posters, emails, leaflets
and manager briefings to
share wellbeing information**

**Offer virtual attendance and
recordings of events where
possible**

**Running multi-media strand
awareness campaigns to
reach different audiences**

**Hold regular drop-ins on
wards and other communal
areas for people to access
advice & info**

Evaluation

Measuring the success of this strategy and the planned activities within it will be key. We will evaluate its impact in a range of ways:

Employee health metrics – in particular absences linked to stress/ work related stress which although not overly high could potentially be reduced. Reduction in absence levels related to potentially avoidable physical ill health.

Exit interview feedback & turnover data from employees and volunteers – in particular the scores relating to support from managers, desire to work more from home, level of challenge in roles and needing more time to care for others.

Wellness check-in scores at department and Charity level – assessing trends, areas for focus and whether the ratings improve over time.

Additional survey feedback on the impact of awareness of and engagement with different wellbeing related activities.

Metrics from external Colleague Support Service (EAP) showing utilisation of different elements of the service, including access to the 24/7 GP service.

Feedback from event and activity participants requested and voluntarily provided – review themes and adapt approach as relevant.

Engagement with pension education sessions and follow up feedback from participants.

Monitoring of themes (collated anonymously) from Mental Health first aiders, One Myton Forum, Volunteer forum and wellbeing activities.

Retention of talent – people wanting to stay and establish or grow their careers at Myton.

Employee relations case volumes and themes – minimal (already not high numbers) relating to emotional wellbeing, conflict between employees or with managers.

Sustainability

Building from the evaluation actions, **adaptations will be made** to the areas of wellbeing focus, activities and initiatives that are planned.

Successes and positive feedback will be **celebrated** and **shared** – building momentum and engagement with future activities.

Individual departmental **feedback and engagement will be sought** – Myton has a very broad range of different teams with probably varying wellbeing needs which may themselves change over time – keeping this reviewed and **adapting our approach** accordingly **will be key**.

Employee and volunteer wellbeing **best-practice will be embedded** into Myton's People Strategy including recruitment, people development, recognition and internal communications.

Emerging best-practice nationally, internationally and relating to all the workforce sectors Myton's teams reflect will be **actively sought, reviewed and applied** where relevant and feasible in further iterations of our wellbeing activities.

