



**Health  
Innovation**  
Oxford & Thames Valley

**NHS**

# Developing Health and Wellbeing Leads

## Report Summary

Supporting the upskilling of those who lead in health and wellbeing services to improve staff experience, welfare and retention.

**November 2023**

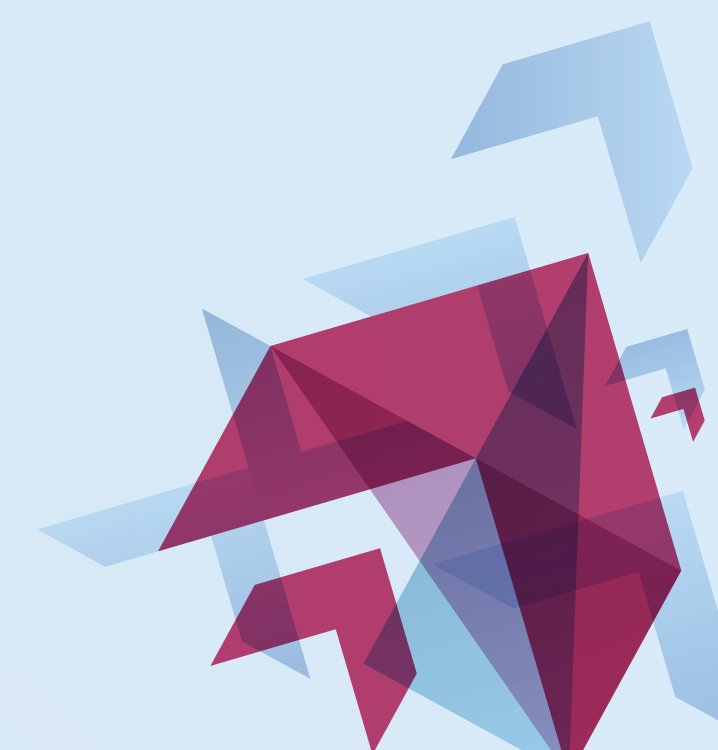
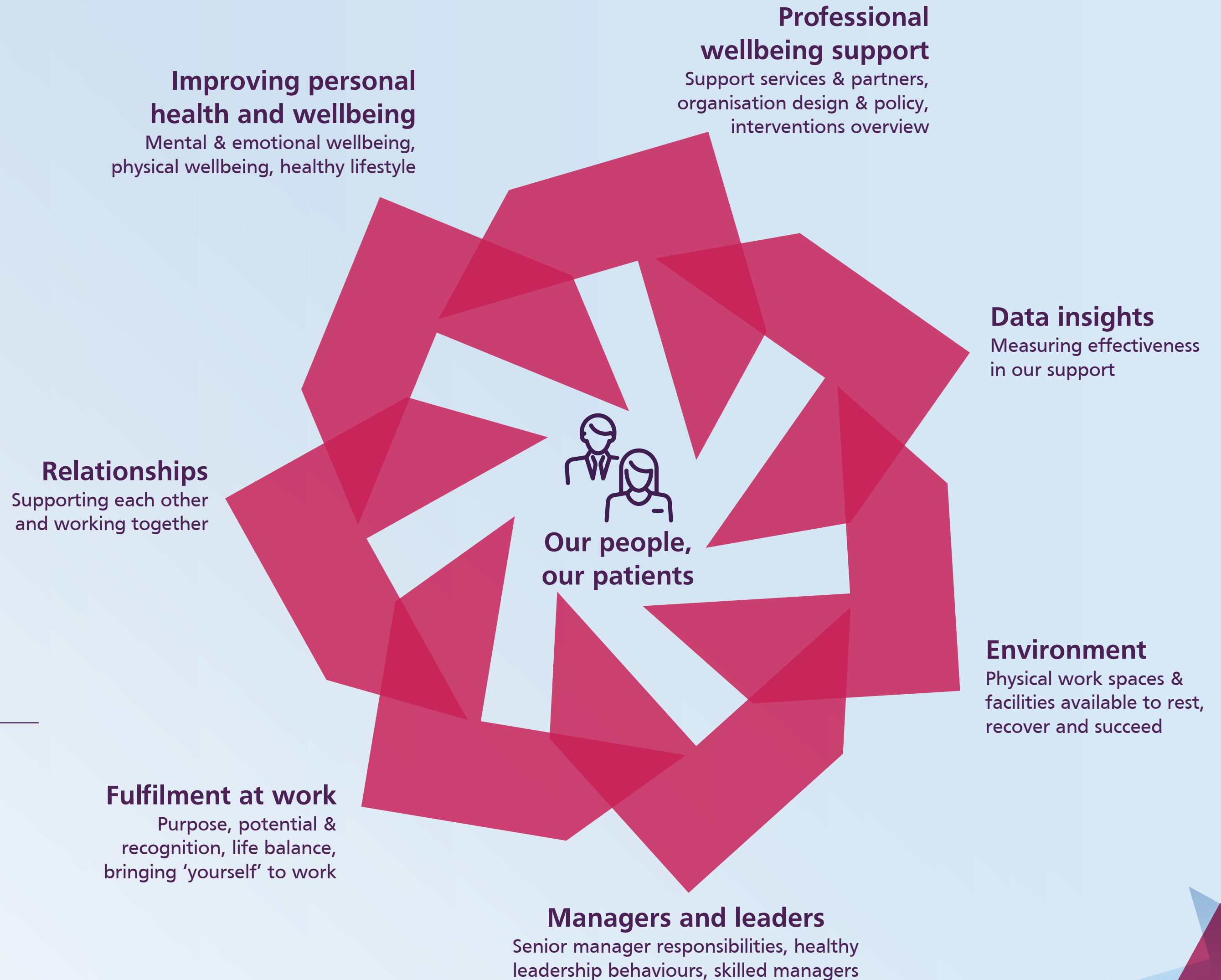
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## What we were asked to do and why

The NHS is at a point where the health and well-being of its staff requires urgent attention. This was reflected in **NHS England's Long Term Workforce Plan**. Throughout the development of the **revised health and wellbeing framework** NHSE recognised the need to develop those who lead on this agenda, our Health, and Wellbeing Leads. Four Health Innovation Organisations (Eastern, North East North Cumbria, Oxford & Thames Valley, and UCLPartners) were commissioned by NHS England to identify the development and support needs for health and wellbeing staff in collaboration with NHS organisations.

## Creating a health and wellbeing culture

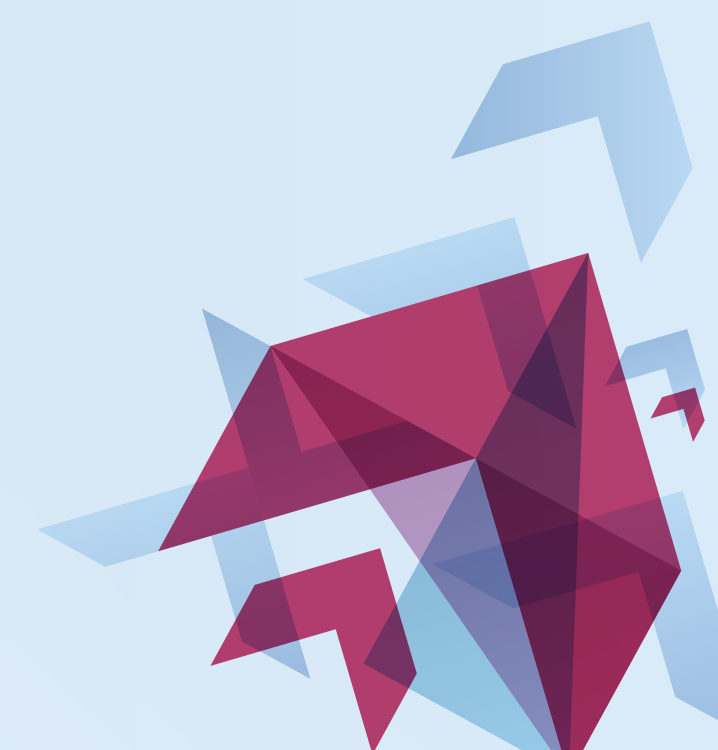
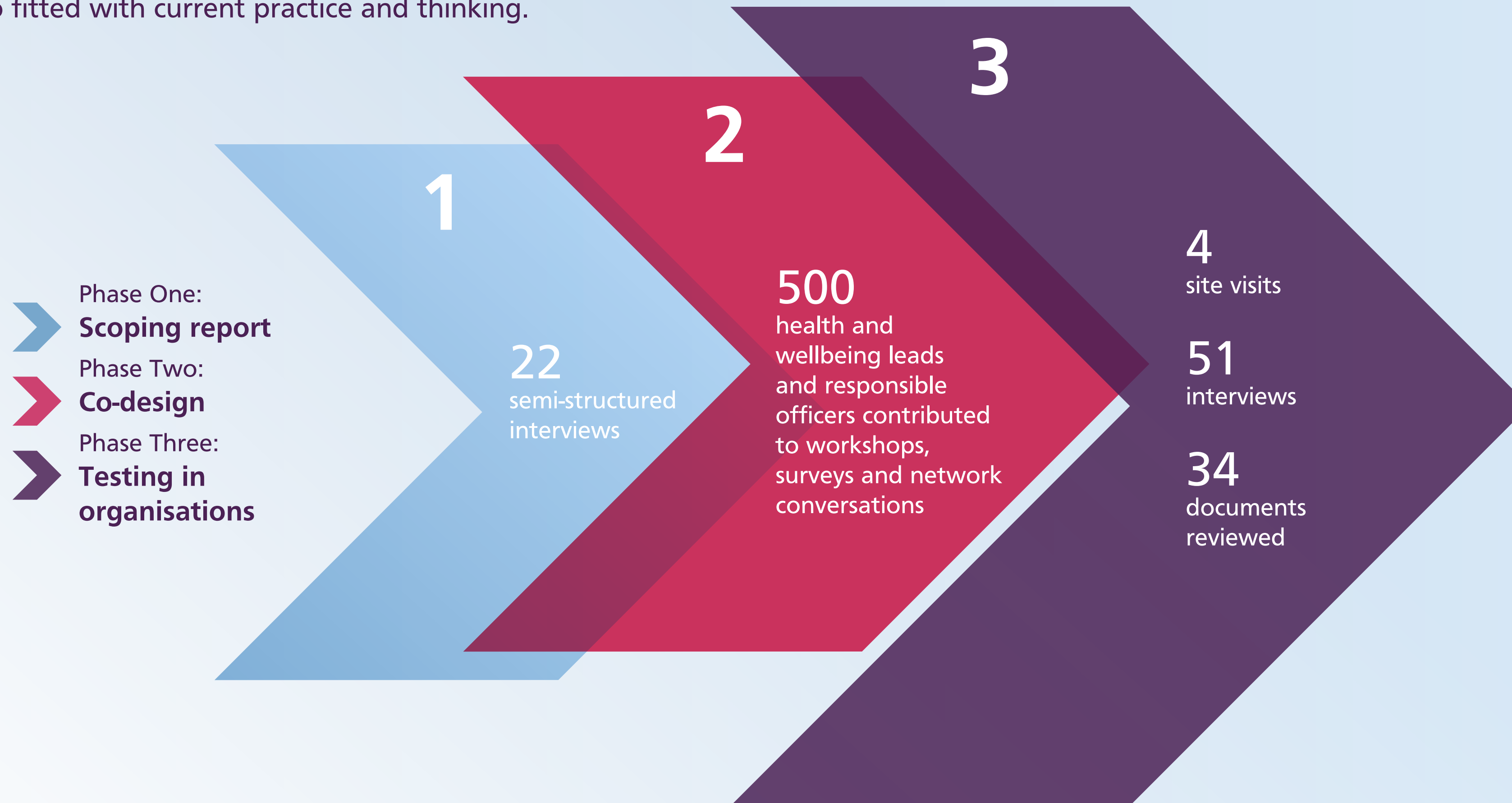


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## What we did

The review has been conducted in three phases.  
The third and final phase sought to understand how the key findings from Phase One and Two fitted with current practice and thinking.



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## What people told us

Discussions were categorised into four themes; Organisational structure; Staff need; Strategic leadership and building an integrated health and wellbeing offer for all.



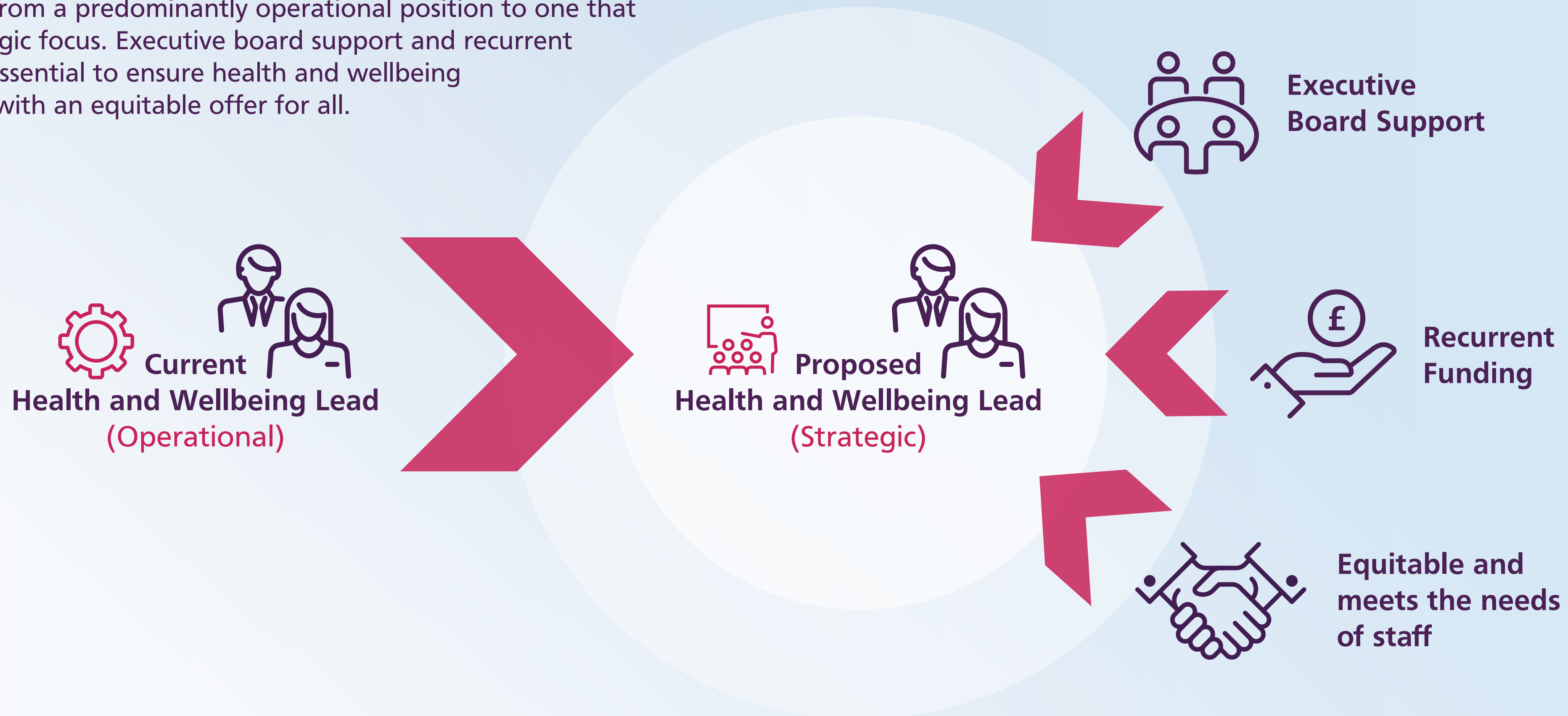
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## What we found

The overarching finding was that evidence-based health and wellbeing interventions, with robust implementation and evaluation, are needed to ensure staff experience and wellbeing improves.

To address this, a shift in the role of Health and Wellbeing Leads is proposed: from a predominantly operational position to one that has a strategic focus. Executive board support and recurrent funding is essential to ensure health and wellbeing progresses with an equitable offer for all.



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## What Next?

There is no one size fits all. Organisations will all be at different stages of their journey and have different needs. All can start by thinking about the findings of this review against current practice. Key things to consider are:

**Evidence-based interventions:** A reframe from well-intentioned gestures to a strategic approach that centres around interventions that are identified, tested, and measured.

**Robust implementation and evaluation:** Introducing a robust implementation and evaluation process is essential to ensuring that interventions undertaken are not only effective but are also adapted if, and when, the needs of staff change.

**Executive Board Support:** Leadership from the board is central to the success of this transformation. Their guidance and support in championing health and wellbeing can set the tone for the entire organisation.

**Recurrent Funding:** The sustainability of health and wellbeing services hinges on recurrent funding. This funding is an investment in staff's physical, and mental health, which, in turn, pays dividends in staff morale, productivity, and organisational success.

**Equitable offer for all:** Every member of the organisation, from frontline staff to the boardroom, should have access to initiatives that meet their needs. This promotes fairness and inclusivity, embedding a commitment to improving staff experience.





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From October 2023 Academic Health Science Networks (AHSNs) became Health Innovations Networks

