

ROLE DESCRIPTION

WELLBEING GUARDIAN (NON EXECUTIVE)

1. Name of Champion	Jon Prashar
2. Background	<p>The role of the Wellbeing Guardian and principles associated with the role were originally proposed within the NHS Staff and Learners' Mental Wellbeing (2019) report. These recommendations were subsequently adopted within the NHS People Plan 2020-21.</p> <p>The Wellbeing Guardian will act as a critical friend to the board / senior leadership team colleagues, based on the available evidence showing that organisations which promote workforce wellbeing deliver safer, higher quality patient care.</p> <p>Leadership that focuses on how people are treated as well as what they achieve is critical to a wellbeing culture. The Wellbeing Guardian will therefore role model the values of fairness, compassion, and inclusivity.</p> <p>Wellbeing inequalities are particularly damaging, and an organisation's most vulnerable people are therefore at greatest risk. The Wellbeing Guardian should therefore be mindful of their perceived seniority and will actively promote opportunities for the most vulnerable in the workforce to contribute.</p> <p>A successful Guardian will be open, honest, and willing to challenge the status quo in promoting a wellbeing culture within the organisation.</p> <p>For further information see: Wellbeing Guardians – Leadership Academy </p>
3. Purpose	<p>The overriding purpose of the Wellbeing Guardian is to routinely challenge the organisation's activities and performance to create a compassionate environment which promotes the culture of wellbeing of our NHS people, where organisational activities empower the holistic health and wellbeing of its entire workforce.</p> <p>Promoting holistic wellbeing: Enabling the organisation to consider a holistic health and wellbeing approach, intended to reflect:</p> <ul style="list-style-type: none"> • mental/psychological wellbeing – e.g. recognising that we all have mental wellbeing and that we need a psychologically safe environment to work in, with support available when it is needed. • physical wellbeing – e.g. taking proactive steps to create a healthy working environment, including by making food available, providing equipment to keep our people safe and active, and ensuring rest breaks and working patterns support good health. • equality and inclusion – e.g. taking steps to understand and support the individual and diverse needs of people working in the organisation

	<p>so that they can thrive at work.</p> <ul style="list-style-type: none"> • civility and respect – e.g. addressing incivility which can lead to bullying • social wellbeing – e.g. recognising team wellbeing, informal chats, shared rest spaces and moments of down-time enable our people to re-charge, bond and share resilience. • spiritual wellbeing – e.g. creating a working environment where our people feel able to share their whole selves, beyond just their beliefs or faith (including people of no faith), sharing who we are as individuals, our relationships and what gives us meaning and purpose. • financial wellbeing – e.g. ensuring that the employer recognises the diverse ways that our NHS people are financially impacted by internal or external activities, making different sources of support available for all. <p>Seeking assurance: The Wellbeing Guardian may request information from the executive / operational management team to give the board / senior leadership team the necessary assurance that a healthy working environment is being created. This should enable the board / senior team to determine what is important for them to pay attention to so that improvements can be made and shared. For example, they may wish to request a 'wellbeing dashboard' using existing quantitative data sources and also complement this with qualitative data using frontline feedback in the form of stories from our NHS people. The corresponding updates and assurance from the executive team will evidence how the organisation creating a wellbeing culture and taking action, as required.</p> <p>Questioning: In line with the nine principles, through their line of questioning they should help the board / senior leadership team to be mindful of the organisational responsibility to the health and wellbeing of their NHS people. The Wellbeing Guardian should challenge the board / senior leadership team to account for its decisions and their impact on the health and wellbeing of its NHS people. Any identified unintended negative consequences of organisational actions need to be reviewed with a view to mitigating them. As this becomes routine practice, the Wellbeing Guardian's need to challenge should reduce over time, as peer senior leaders increasingly champion wellbeing as 'the norm'.</p> <p>Diversity of people: The Wellbeing Guardian will recognise and respond to the need for a tailored, holistic health and wellbeing approach for different groups within the workforce, the diverse cultural backgrounds that need to be engaged in different ways and may require different responses, and the potential impact of intersectionality needs to be recognised. For example, different cultures and faith groups do not approach bereavement and grief in the same way and therefore more than one support offer may be needed / those from LGBTQ+ communities may hide their wellbeing needs as part of feeling unable to fully express their personal identity in the workplace, etc.</p> <p>Connectivity: Operating in an inclusive manner, the Wellbeing</p>
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	Guardian will actively encourage leadership of the wellbeing agenda across all executive functions in a way that engages ownership and advocacy across the organisation, valuing and building on existing internal resource.
4. Duties and Areas of Responsibility	<p>To meet the aims of this role, the Wellbeing Guardian may:</p> <ul style="list-style-type: none"> • Routinely question how the wellbeing of employees has been considered as part of every board / senior leadership team decision. • Request evidence on behalf of the board to provide assurance of the organisation's strategic approach to a wellbeing culture which is supportive of NHS people, fostering the ambition of creating a happy, healthy and psychologically safe workplace. • Routinely challenge senior leaders, to ensure that holistic health and wellbeing is considered in all aspects and levels of the organisational structure. • Support the development of the organisation's holistic health and wellbeing strategy to meet the requirements outlined in the NHS People Plan. • Encourage high level engagement with the wellbeing strategy, questioning whether the appropriate level of resource, capacity, infrastructure and capability are in place to deliver sustainable change and improvement (e.g. HR, OD, Occupational Health and Wellbeing services etc). • Provide opportunities for existing good practice to be shared and recognised more widely to aid learning. • Challenge the board / senior team to monitor and receive reports on the implementation and delivery of the wellbeing strategy, benchmarking progress on the nine principles supported by the Wellbeing Guardian and the high impact actions of the NHS People Plan. This will include identification of immediate risks to staff and learner holistic health and wellbeing and the mitigating actions. • Receive evidence and assurance that an appropriate programme resource is in place to yield successful delivery of the wellbeing strategy, including scope, objectives, project plans, risks, interdependencies, resources, and measures of success. • Confront and challenge organisational behaviours that are detrimental to staff and learner health and wellbeing at the individual, team, and system level. • Influence senior managers in the organisation through complex and cultural change, promoting involvement and engagement for wellbeing improvements. • Provide innovative and progressive thinking, guidance, and challenge to senior stakeholders about what it means to be a supportive organisation. • Where appropriate, participate in regional and national Wellbeing Guardian networks to maximise the opportunity for system-wide

	<p>partnerships and cross-organisational learning.</p> <p>Principle-specific responsibilities To meet the aims and nine principles of this role, the Wellbeing Guardian may:</p> <ul style="list-style-type: none"> • Receive assurance that health and wellbeing strategies protect holistic health and wellbeing and meet the specific needs of the organisation's people and learners. • Influence senior leaders in the organisation to ensure that the same weight is given to holistic health and wellbeing as to other aspects in organisational performance assessment. • Request assurance for the board that the necessary process and infrastructure is in place for a self-referring, proactive and confidential occupational health service that protects wellbeing and meets the specific needs of the organisation's staff and learners. • Request progress updates on the implementation of the organisation's wellbeing conversations and wellness induction (previously wellbeing 'check-in') policy, process and reporting systems. • Request assurance for the board on the development of the policy and infrastructure required to provide meaningful and timely wellbeing impact assessments for staff and learners following their exposure to difficult or distressing incidents (including but not limited to clinical incidents). • Request reports evidencing the organisation's compliance with meeting the wellbeing needs and necessary adjustments for the nine groups protected under the Equality Act 2010 (including consideration for how intersectionality may impact on wellbeing). • Request strategic oversight on the organisation's environment and infrastructure (e.g. civility and respect, inequalities, etc) to ensure that it is safe and supportive of the holistic health and wellbeing needs of staff and learners. • Challenge the board to ensure that policies and processes are implemented to provide assurance that the spiritual and cultural needs of the organisation's staff and learners are protected, and that the support available to staff is equitable and appropriate. • Support the lead for the organisational People Plan (sometimes called the Workforce Strategy or part of the organisational Strategic Development Plan) to commission the independent examination in the unfortunate event of a death by suicide of a member staff or learner on placement with the organisation. Invite presentation of the findings of 'death by suicide reviews' to the trust board, leading frank and open discussions of deliverable improvement plans, where recommended.
5. BTHFT Perspective	<p>Executive Lead/s Pat Campbell, Director of HR</p> <p>Related Committees/Groups</p>

	<p>People Academy Looking After Our People Group</p> <p>Key Contacts Cat Shutt, Head of OD / Assistant Director of HR</p> <p>Key Data Sources People Dashboard Workforce Report</p>
6. Appointment Process & Tenure	<p>Appointments to the role will be made by the Trust Chair, in consultation with non executive and executive directors. The normal term of office is one year. The appointment to NED champion roles will be reviewed as part of the annual NED appraisal process.</p>
7. Next Review Date	<p>Appointee and role description to be reviewed in September 2023.</p>