

Gloucestershire Hospitals



NHS Foundation Trust

**Health and
wellbeing
of the wider
community**
2017

1

Foreword

Foreword

The Health and Wellbeing of the Wider Community is the third of a trilogy of more detailed strategies which we undertook to develop, when we published our overarching Health and Wellbeing Strategy three years ago.

It complements our two earlier documents which focused on the wider health and wellbeing of our staff, and our patients.

It is very timely that the wider community should be the subject of this current document. It is a period of great challenge for the NHS as it seeks to ensure that it can be sustainable in the face of the 'gaps' identified in the 5 Year Forward View.

The Gloucestershire Sustainability and Transformation Plan (STP) now provides a new focus for joint working with partners and other stakeholders across the county to address this challenge.

Amongst other STP priorities, prevention, self care and reducing reliance on hospital-based care are key themes – all contributing to the aim of delivering unprecedented improvements in health and health services.

This strategy has a twin purpose. It reflects our commitment to joint working and actively engaging with our partners in the STP prevention and related workstreams.

However, it also identifies how, as one of the largest organisations in Gloucestershire, we can have an influence on some of the wider determinants of health – using our resources responsibly to support local employment, training and businesses as well as protect the local environment.

Sally Pearson
Director of
Clinical
Strategy



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Introduction
and context

Introduction

In 2015 we produced our overarching [Trust Health & Wellbeing Strategy](#). This recognised the contribution which our Trust can make to the wider H&WB of people in the county, beyond our core role of diagnosing and treating patients who are acutely ill. In this initial strategy we set out our broad vision and ambitions.

Our health and wellbeing vision

To be recognised as a health-promoting Trust, one which makes an active contribution to promoting and improving the wider health and wellbeing of those with whom we come into contact.

Our ambitions

We identified three distinct groups to whose wider health and wellbeing we can contribute and our ambition for each of these:

- **Our staff:** every employee will be supported to maintain and improve their health and wellbeing and every employee will be expected to take reasonable steps to improve their health and wellbeing.
- **Our patients:** every patient contact will count for promoting health and wellbeing
- **The wider community:** the wider community will also benefit through our involvement in the broader countywide health and wellbeing agenda.

We agreed that we would focus each year on one of these groups and develop a more detailed strategy and work programme.

In 2015 we produced our [Staff Health and Wellbeing Strategy](#).

In 2016, we published our [Patient Health and Wellbeing Strategy](#).

This is the third of the documents – The Health and Wellbeing of our Community. It has strong links with and builds on previous strategies, whilst taking a wider perspective.

In the context of the 5 Year Forward View for the NHS (NHSE 2014), it touches on our commitment to supporting important transformational work which is being undertaken with partners in the county to create sustainable health and social care services – highlighting in particular some of the wider prevention initiatives extending across the wider community.

It also considers how we can use the assets of our hospitals, and our position as one of the largest organisations locally – a major employer, purchaser and user of resources - to contribute more generally to Gloucestershire becoming a healthier and more vibrant community. There are also connections with other areas of our work and strategies, including our Sustainable Development Management Plan, our Strategy for Improving Patient and Carer Experience and our Workforce Strategy.

What is a health promoting hospital?

“A health promoting hospital does not only provide high quality comprehensive medical and nursing services, but also develops a corporate identity that embraces the aims of health promotion, develops a health promoting organisational structure and culture, including active, participatory roles for patients and all members of staff, develops itself into a health promoting physical environment, and actively cooperates with its community.”

World Health Organisation (WHO)

The wider context

Working together in Gloucestershire on the Health and Wellbeing agenda.

An important principle for our Trust H&WB strategies and activities is that they should be consistent with the local countywide and national H&WB agendas. Our previous strategies have reflected the ambitions and plans of our local Clinical Commissioning Group (GCCG) and Gloucestershire's H&WB Board and the priorities set out in its Strategy 'Fit for the Future (GCC 2013).

- Achieving a healthy weight
- Reducing harm from alcohol
- Healthy ageing
- Improving mental health
- Reducing inequalities

We recognise the importance of a shared sense of direction, which is reflected in the vision of Gloucestershire's original Health and Care Communities Joint Plan, Joining Up Your Care. (GCCG 2014).

"To improve health and wellbeing, we believe that by all working together – in a more joined up way – and using the strengths of individuals, carers and local communities, we will transform the quality of care and support we provide to all local people."

The Five Year Forward View for the NHS

In 2014 NHS England published an important document The Five Year Forward View for the NHS (NHSE 2014). This identified three important gaps which must be addressed if the NHS is to be sustainable into the future, in the light of the many pressures upon it. These are the Health and Wellbeing Gap, the Care and Quality Gap, and the Finance and Efficiency Gap.

Prevention is a major theme within the Forward View.



Five Year Forward View

The Five Year Forward View, launched by NHS England in 2014, gives a powerful message:

"If the nation fails to get serious about prevention then the recent progress in healthy life expectancies will stall, health inequalities will widen and our ability to fund beneficial treatments will be crowded out by the need to spend billions of pounds on wholly preventable illness."

One Gloucestershire - Gloucestershire's Sustainability and Transformation Plan (STP)

This was published at the end of 2016 and is a local response to the challenges of the Five Year Forward View. It sets out the county's vision of how publicly funded health and social care services can support a healthier Gloucestershire which is socially and economically vibrant. It identifies work programmes and ways of working to close the three "gaps" identified in the Five Year Forward View. The four key work programmes are:

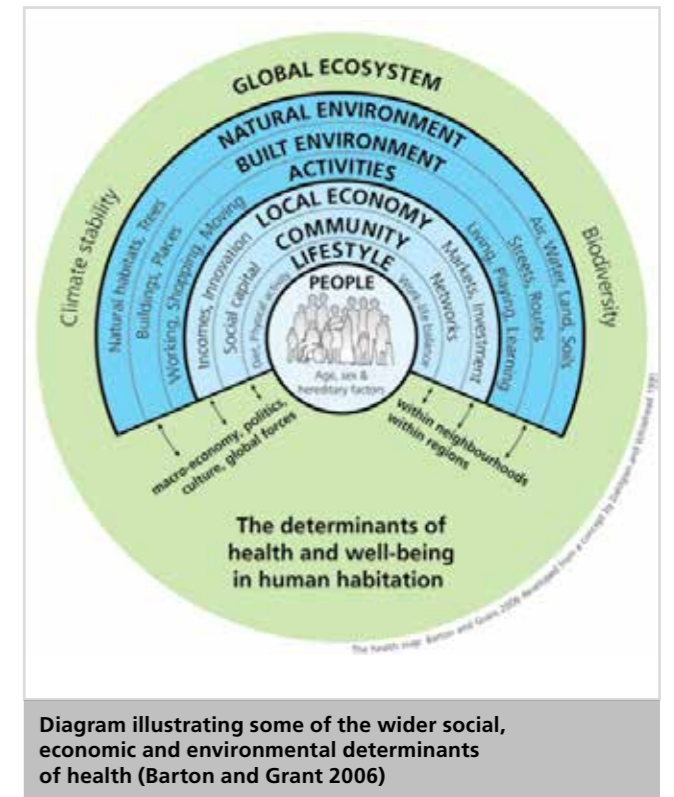
- Enabling Active Communities
- One Place, One Budget, One System
- Clinical Programme Approach
- Reducing Clinical Variation

This strategy highlights a number of the elements of the STP in which we are involved, which reflect our contribution to the health and wellbeing of the wider community. These are described further in the next section.

A wider role in the community

There are also contributions which we can make as a large and responsible organisation in the local area, which are not directly linked to our role as a health care provider, but which can have a positive impact on the some of the known wider determinants of health and reducing inequalities.

These contributions include using our resources to support the local economy, contributing to local employment and skills development and ensuring that we do our part to protect the environment and the resilience of the local area.



Our strategic objectives

This strategy is consistent with and reflects the Trust's strategic objectives. The broad objectives of this strategy are to:

- Work collaboratively to improve the wider health and wellbeing of the community and reduce inequalities
- Play an active part in the range of transformational activities set out in the STP to ensure a greater focus on prevention, self-care and enabling people to help themselves
- Use our social media and digital platforms to promote health and wellbeing and support local and national campaigns
- Use the resources and influence which we have as a large organisation in the local area to help Grow Gloucestershire and contribute to the local economy
- Ensure that we use natural resources responsibly and contribute to the sustainability of the local and wider environment.

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Supporting the prevention and self care agenda and the clinical programme approach

Supporting the prevention and self-care agenda through 'whole systems' approaches

Objective – Play an active part in the range of transformational activities set out in the local Sustainability and Transformation Plan to ensure a greater focus on prevention, self-care and enabling people to help themselves

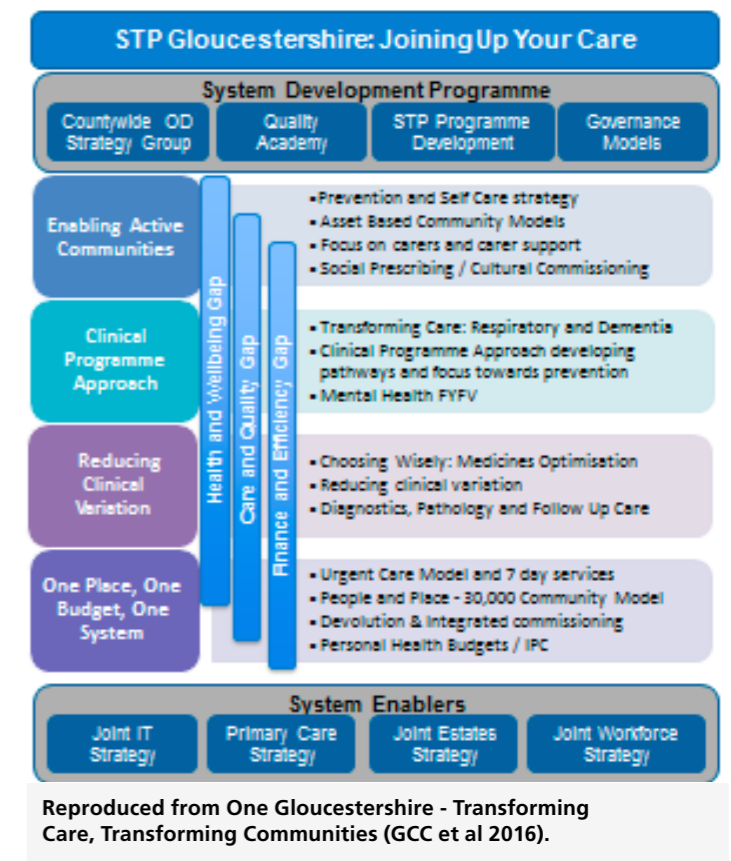
One Gloucestershire, the county's Sustainability and Transformation Plan (STP) is an ambitious plan designed to rise to the challenge of reducing the 3 gaps identified in the Five Year Forward View – the Health and Wellbeing Gap, the Care and Quality Gap, and the Finance and Efficiency Gap.

Prevention and Self-care is a priority in the STP and this is reflected in the recent development of Gloucestershire's Prevention and Self-care Plan (GCC 2013), which also reflects and complements the existing Countywide Health and Well-Being Strategy and its supporting work plans. It explains the three levels of prevention and highlights the importance of prevention at the earliest stage and the need to support people to take increased responsibility for their own health and wellbeing.

The countywide ambition is for opportunities for prevention and self-care to be built into all stages of the pathways

associated with the key disease areas. This is reflected in the Clinical Programme Approach which is being adopted within the county.

Reducing health inequalities is an important aim which underlies the STP and to which the prevention and self-care workstream and others can potentially make a significant difference.



- **Primary prevention** - Aims to protect healthy people from developing a disease in the first place, through such measures as good nutrition, regular exercise, avoiding tobacco and alcohol, and receiving regular medical check-ups.
- **Secondary prevention** - After risk factors have been found to be present, and/or signs of an illness have actually appeared, secondary prevention consists of screening for illnesses, particularly when risk factors are present, and early intervention measures to slow the progress of the disease while it is still in its early stages i.e. pre-diabetes.

- **Tertiary prevention** – This is often for patients who already have illnesses such as diabetes, heart disease, cancer or chronic musculoskeletal pain. It consists of measures to slow down physical deterioration and is particularly relevant for patients with complex needs and focuses on their recovery, rehabilitation and re-ablement after an acute episode of their chronic illness.
- **Self care** -The actions people take for themselves, their children and their families to stay fit and maintain good physical and mental health; meet social and psychological needs; prevent illness or accidents; care for minor ailments and long-term conditions, and maintain health and wellbeing after an acute illness or discharge from hospital” (DOH (2005) Self-care – a real choice. London. DOH)

Clinical programme approach

The aim of the Gloucestershire Clinical Programme Approach (CPA) is to deliver whole pathway transformation across key clinical programme areas in a whole system approach. Objectives of this approach include, to:

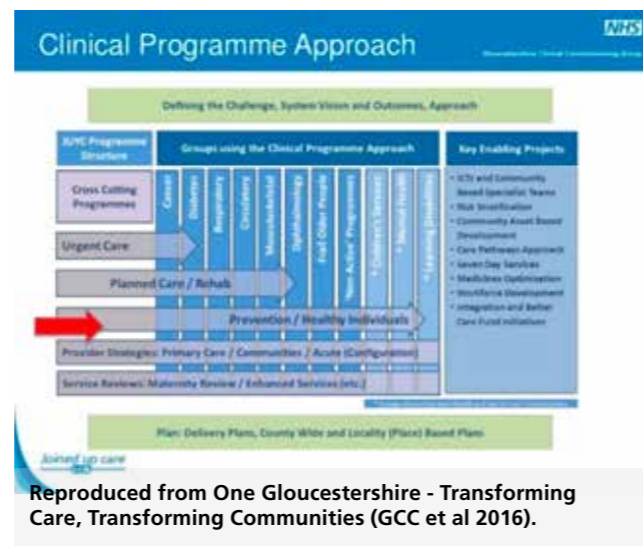
- Improve the health and wellbeing of the population and minimise inequalities
- Ensure best care is delivered within available resources
- Use an entire pathway approach to work on the principle of moving care 'upstream' with a greater focus on prevention, self-care and effective long-term management.
- Continue to reflect the principle of 'making every contact count'.

Trust staff are actively involved in the work of the Clinical Programme Groups (CPGs), which bring together professionals, users and others who have experience of a particular condition, some of which are listed in the box below.

The work is most advanced in the areas of Eye Health, Cancer, Musculoskeletal conditions and is reaching the implementation stage.

In the future, we will:

- Contribute to the implementation of the eye health clinical and musculoskeletal programmes
- Work with partners to take forward the emerging survivorship model for cancer services
- Contribute to the programmes to transform respiratory and dementia care
- Work with partners to implement the 'Better Births' report.



Groups have been established for a number of the major disease areas.

- Cancer
- Diabetes
- Respiratory
- Circulatory
- Musculoskeletal
- Ophthalmology
- Frail older people
- Children
- Mental health
- Learning Disabilities

A whole system approach to obesity

Another area of work mentioned in the Prevention and Self care Plan relates to achieving a healthy weight - an important national and local priority.

Gloucestershire is one of four areas working with Leeds Beckett University on a national programme to develop a whole systems approach to addressing obesity. This work is being supported by joint working to undertake a comprehensive review of children's and adult pathways and a range of school-based and community initiatives. Staff from a range of backgrounds have been participating in the initial countywide engagement events and workshops and the more detailed work which is now being undertaken.

Plans are emerging nationally to introduce a "Sugar Tax" on sugary drinks in retail premises in NHS premises. As a responsible organisation with a large workforce and many visitors to our sites, we will take steps to offer alternatives to sugary drinks in our own outlets. We will also work

with independent commercial outlets located in our hospitals to encourage them to join with us in a shared approach to making healthy choices easier.

In the future, we will:

- Continue the programme of work with partners to develop and deliver pathways for children and adults who are overweight or obese
- Work to implement elements of the relevant national health and wellbeing CQUINS - including making it easier for our visitors and our staff to make healthy eating choices, and to implement any requirements of the emerging national 'Sugar Tax' policy.



Supporting the workforce

One of the early actions identified in the Prevention and Self care Plan is that organisations should seek to implement the recommendations of the National Workplace Wellbeing Charter.

The Trust has already committed to this in the context of our Staff H&WB Strategy and our Workforce Strategy,

In the future, we will:

- Work towards achieving the National Workplace Wellbeing Charter.



A new integrated countywide healthy lifestyle service

In our previous strategies we have shown our commitment to encouraging our patients and others to consider the benefits of adopting a more healthy lifestyle, by referring to colleagues providing specialist support, or by signposting other sources of support.

In early 2017 a new healthy lifestyles service went live across Gloucestershire. This is designed to provide a single point of access to an integrated service to empower people to adopt healthier lifestyle behaviours to improve their overall long-term health and wellbeing.

Rather than referrals to individual services and support, the integrated service will encompass stop smoking, weight management, alcohol reduction and physical activity. Provision of training for staff to give them the skills to “make every contact count” (MECC) will be a further element of the new healthy lifestyles service.

In the future, we will:

- Work closely with the new service to ensure that our staff have the necessary skills and are confident to “make every contact count” and that everyone is clear how to refer or signpost patients and others to the support and resources available to them.
- Work to ensure that health and wellbeing messages which the Trust delivers are consistent with broader countywide messages.



Supporting carers

The vital and substantial role which unpaid carers play in supporting local people and enabling them to live within the community is widely acknowledged.

The countywide Prevention and Self-care Plan also recognises the need to support carers and to be mindful too of their health and wellbeing.

There are estimated to be 63,000 unpaid adult carers in Gloucestershire and approximately 7,000 young carers live in the county. The Trust comes into contact with a proportion of the countywide carers and works closely with Carers Gloucestershire, Gloucestershire Young Carers, the Carers’ Alliance and other support groups providing information and support. There are many ways in which we support carers; these include:

- Working in partnership with Carers Gloucestershire to provide a full time Hospital Liaison Officer. Their role is to work across our hospital sites providing support to Carers who have a patient in hospital particularly on our Stroke and General Old Age Medicine wards. They undertake Carers Assessments, provide Carer information packs, signpost Carers to appropriate services and work towards raising awareness for all.
- Training staff to identify carers including young carers and working with them to ensure they receive the support and help they need.
- Introduction of the Carers’ Passport. The passport makes it easier for carers to stay with the person for whom they care, during their stay in hospital and provides a number of benefits including accessing wards outside normal visiting hours and parking concessions.

- Working with Gloucestershire Young Carers to produce a practical and eye-catching handbook to help the many children and young people who have a substantial caring role.

In the future, we will:

- Continue to work in partnership with local Carer Groups including Carers Gloucestershire and Gloucestershire Young Carers
- Increase our involvement in the Memory Clinics held by the Alzheimer’s Society
- Continue to raise awareness and identify training needs for our Trust staff




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Using social media to support and promote health

TWEETS 4,381 FOLLOWING 700 FOLLOWERS 2,786 LIKES 350

Tweets Tweets & replies Media

You Retweeted
Time to Change @TimetoChange - 26m
 "She was there for me..." @laurenquig
 conversation for #timetotalk Day: bit.ly/

"The conversation
 my life for the be
 so fortunate to
 whole-hearted
 such a thought
 caring per
 #storiesyoushared

8 10

You Retweeted
NHS Choices @NHSChoices - 3h
 Over 30? Our tool will tell you your heart
 to improve your heart health: ow.ly/4M

Find out if your
 heart age is

Using social media to support and promote the health & wellbeing of our community

Objective - Use our social media and digital platforms to promote health and wellbeing and support local and national campaigns.

For many years we have used our website and staff intranet to promote national and local campaigns, healthier lifestyle advice and resources for self-help and support.

In an increasingly digital world, our communications team now also connect much more widely with patients, staff and people living in the local community, through the use of social media. This connection enables us to have a wider range of opportunities to be able to create and disseminate health and wellbeing advice and support to an audience who already see us as a trusted source of information.

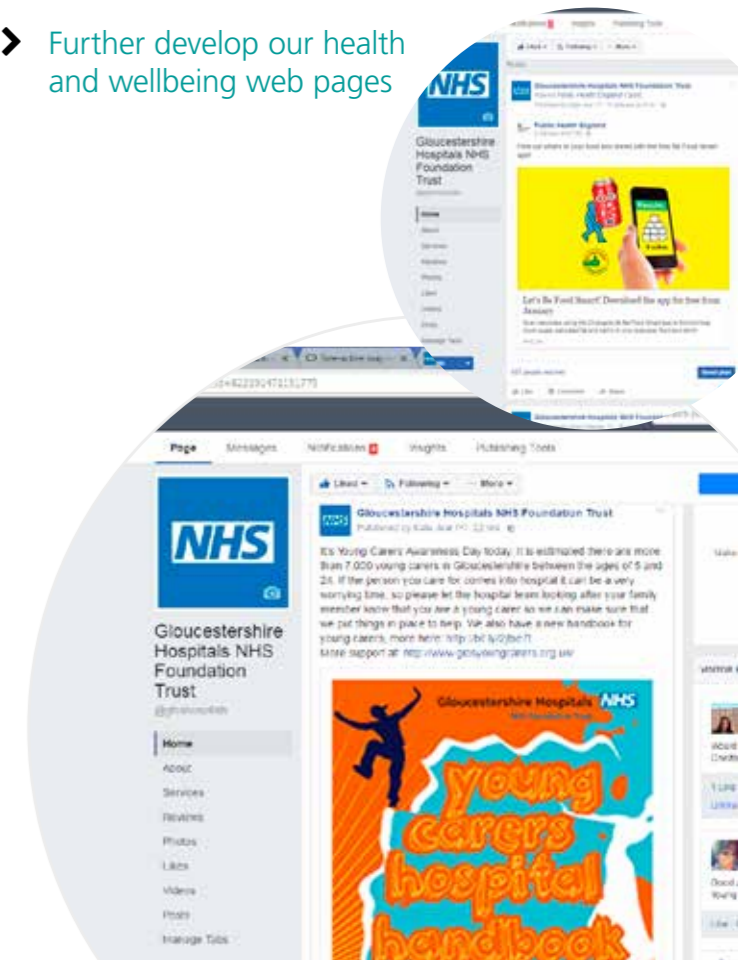
One of the objectives of the countywide Prevention and Self Care Plan is to ensure that people have the knowledge, skills and confidence to lead healthy lifestyles, to self care and know how to access support.

A number of projects are highlighted in the countywide plan – for example, a single online portal which brings together information for Gloucestershire as a whole and a patient facing website to support them to manage their health care needs.

We recognise that consistency of information is important and that we are well placed and have the responsibility to contribute to publicising countywide sources of advice, support and campaigns.

In the future, we will:

- Continue to work with partners and the newly established healthy lifestyle support service to ensure a consistent approach
- Continue to expand our use of social media to reinforce health and well being messages
- Contribute to the countywide work to develop social media and other means of communication with women and children in diverse communities
- Further develop our health and wellbeing web pages



5

Helping to Grow Gloucestershire

Helping to Grow Gloucestershire

Objective - Use the resources and influence which we have as a large organisation in the local area to help grow Gloucestershire and contribute to the local economy.

Growing Gloucestershire is about creating a vibrant local economy, attracting business, developing skills and creating work and employment opportunities. We know that generally in areas where there is a flourishing economy and where employment and skills levels are good, local health and wellbeing is higher and inequalities tend to be lower than in more deprived areas. We contribute to the vision for Growing Gloucestershire in a number of respects.



Work is good for physical and mental health and wellbeing

Work, whether paid or through volunteering, is well recognised as being good for physical and mental health and wellbeing. It is a primary determinant of health, impacting both directly and indirectly on the individual, their families and communities. The Countywide H&WB Strategy includes two objectives in its priority area of reducing inequalities - enabling all children, young people and adults to maximise their capabilities and creating fair employment and work for all.

As one of the largest organisations in the county, the Trust provides employment for over 7,500 people. Together with other public sector employers, as well as running initiatives to meet the challenges of recruiting the workforce which we need to run our own services, we can play a wider role in improving employability and identifying opportunities for developing skills or gaining work. We can do this in a number of ways.

Raising awareness of careers in health, health science and professions allied to health

Since 2012 we have been building and fostering strong partnerships between education and our business with the aim to attract and retain talented young people.

This includes, but is not limited to, the establishment of close links with schools, educational establishments and colleagues working with young people or those seeking employment across our county by our Lifelong Learning Team.

Our Trust 'Careers Ambassador' initiative engages with, and supports staff who are keen to promote the work they do, the career opportunities in, and routes to access their chosen profession.



extraordinary events

www.gloshospitals.nhs.uk/extraordinary-events

Certificate of attendance

This wider pool of people enables us to have greater visibility at careers related events across the County.

We are proud to host a range of events to inform young people of the range of healthcare careers; this includes our own 'Extraordinary Everyday Careers Fayre', Medical professionals and Midwifery workshops, attendance at the County Skills Fest Event and an increasing number of Careers and Post 16 events held within the county. Wherever possible we offer simulation, practical activities or demonstrate equipment to enrich the contact with us and offer active participation and hands-on experience.

Work experience

The Trust is committed to providing both clinical and non-clinical work experience, including work shadowing and work related learning activities, for young people and others in the local community.

In previous years many people (the majority in school years 11-13) benefitted from work shadowing, work experience or attending taster workshops which have enabled them to gain experience of work or have a better understanding of careers in health.

In recognition that individuals who are differently abled, or who have a disability may find gaining experience of work a challenge we have co-arranged specific programmes with Gloucestershire based organisations e.g. National Star College and Forwards to enable a young people's skills to be used in a positive and constructive way within some of the Trust departments.



Traineeships

A traineeship is a course with work experience that prepares an individual for work or an apprenticeship. By linking with Gloucestershire College and Prospect-Training Services several local young people have had the opportunity to gain experience and support in our workplace during their traineeship. Many then progressed to start their employment journey employed at our Trust as full time apprentices.

Apprenticeships

We have an established track record for recruiting, retaining and developing our healthcare support workforce through the provision of both clinical and non-clinical apprenticeships. Apprenticeships have been offered in a range of occupations including administration, customer service, clinical healthcare support, horticulture and engineering.

Many of these apprentices have been recognised for their talent and commitment and we have been delighted for those nominated, shortlisted and who have won Gloucestershire Media Apprentice Awards and Health Education England regional STAR awards.

Our commitment to apprenticeships (to build a talent pipeline of new recruitment, or to develop existing staff who wish to change roles, learn new skills or advance within our organisation) contributes to our Workforce Strategy as well as our Trust aim to enable continuous



improvement, successful career development and 'Best Care for Everyone'.

We are currently employing circa 80 apprentices with recruitment gathering pace through the encouragement of the Department of Health to increase the number of apprenticeship opportunities in the NHS and the implementation of the Apprenticeship Levy on large employers.

In light of the apprenticeship reforms and changes in educational funding potential students may consider pursuing longer salaried routes into professions over shorter self-funded degree courses. The possibility of recruiting and retaining local staff is attractive and work is underway to consider the possibilities presented by emerging new higher and degree level apprenticeship standards.

Nursing Associates

Our Trust along with The University of Gloucestershire and countywide healthcare organisation are partnering to trial the new Nurse Associate role as a 'fast-follower' pilot site.

The new Nurse Associate role aims to bridge the gap between health and care support workers and graduate registered nurses.

Partnership Working

As identified above we have more recently been able to strengthen our links with The University of Gloucestershire; in addition to the delivery of the Nursing Associate Training programme the University have also been given 'the green light' to



offer the Bsc Nursing Undergraduate Degree from September 2017.

Whilst continuing to foster relationships with other educational partners we will support the University of Gloucestershire in this initiative and other future educational opportunities for our staff.

In line with the Post -16 Skills Plan we will continue to collaborate with partner organisations to explore the opportunity to establish a local University Technical College (UTC) in Gloucestershire – this would offer young people the opportunity to study and train locally with the prospect of full-time employment and a career in healthcare.

In the future we will:

- Publish our Apprenticeship strategy and commitment increasing the number, range and level of apprenticeships
- Further our 'Extraordinary Everyday' ambitions and continue to provide and support local careers events and to interact with schools and colleges
- Continue to provide a range of work related learning opportunities and where possible ensure these are accessible to local people representative of the population demographic

Volunteering

Volunteering involves spending unpaid time doing something to help other people and groups, other than close relatives. There is good evidence that volunteering brings benefits to both the person volunteering and the people and organisations they support.

Over 500 volunteers and chaplaincy volunteers support the Trust on a regular basis, making a significant contribution to the activities of the hospitals and to the wellbeing of those with whom they come into contact. There are many volunteering roles in the Trust to suit the skills and interests of local people - whether those with more time in their retirement or others for whom volunteering can provide a valuable experience which may help them to move into paid work or training in future.

Typically, in one week the combined efforts of our volunteers amount to over 1500 hours of work. New initiatives this year include involvement in cognitive simulation groups for patients on six of our wards, recruiting more volunteers to "meet and greet" and help our patients with way finding and cataloguing the items of art which we have across our sites.

We recognise the mutual benefits which we gain from the relationship between the Trust and our volunteers. Whilst we benefit greatly, our volunteers also say that they enjoy their involvement in our hospitals and that it is an important and valuable part of their lives, it gives them an increased sense of worth, and extends their social networks. Many have been with us for over five years and some for over twenty years.

Members of our own staff are also active volunteers. Some staff, because of their interest in health, work to raise funds for our hospital departments and Trust charity, and

also give their time to support a wide range of health related groups and organisations – locally, nationally and internationally as far afield as Cambodia and Sierra Leone. Others volunteer in many other ways – with schools and youth organisations, with local and community groups or by supporting people who are vulnerable, or need help in their local communities.

We will:

- Continue to expand the range of opportunities for our hospital volunteers
- Promote volunteering more actively amongst young people
- Look at how we can diversify our pool of volunteers including recruiting from hard to reach groups.



6

Contributing to the sustainability and resilience of the local environment

Contributing to the sustainability and resilience of the local environment

Objective: - Ensure that we use natural resources responsibly and contribute to the sustainability of the local and wider environment.

Sustainable, Resilient, Healthy People and Places - A sustainable development strategy for the NHS, Public Health and Social Care system (NHSE, PHE 2014), identified three broad goals:

- A healthier environment – this involves valuing and enhancing natural resources, whilst also reducing harmful pollution and significantly reducing carbon emissions
- Communities and services are ready and resilient for changing times and climates – this recognises that when periods of heat, cold, flooding or extreme or unexpected events occur, that vulnerable people and communities suffer the worst: this highlights the need for multi-organisational collaboration and effective resilience planning
- Every opportunity contributes to healthy lives – this recognises that every contact and decision taken across the health and social care system can help build the immediate and longer-term benefits of helping them to be well and reduce their care needs. It highlights the need for integrated approaches to minimise preventable ill health, inequalities and unnecessary treatment as well as supporting people to be independent and self-manage conditions and events.

Actions to address key elements of the third goal are reflected in the earlier sections of this Strategy, which refer to elements of the local Sustainability and Transformation Plan, with its particular focus on working across the whole system, identify the need for cross-cutting action across organisations and the importance of prevention and self-help.

The first and second goals relate to environmental and climatic factors which it is known can also have an impact on health and wellbeing and which the Trust can help to mitigate.

Our Trust's Sustainability Committee takes the lead in this field and its Sustainable Development Management Plan covers a range of areas including carbon reduction and use of energy, travel, waste, procurement and staff engagement. This section of the Strategy highlights just a few of the local initiatives.



Carbon reduction

Whilst the Trust still faces challenging targets for carbon reduction, significant progress has been achieved through measures taken in recent years.

A major contribution has been made by the installation of a combined heat and power unit at Cheltenham General Hospital, energy efficiency trials and the installation of LED lighting.



Promoting active travel and reducing unnecessary journeys

We are well placed to contribute to improving local air quality and improve the health and wellbeing of local people through encouraging a culture of active travel and reducing unnecessary journeys. Initiatives which have contributed to this include:

- Our shuttle bus connects the two hospital sites and enables staff and patients to travel easily across the county – staff travel free and also have the possibility of reduced rates for some wider bus travel in the area.
- Our Bicycle User Group, salary sacrifice cycle purchase, and shelters and shower facilities for cyclists and motorcyclists to use.
- Encouraging car-sharing with designated spaces for car sharers
- Reviewing and rationalising deliveries to the site
- Reducing travel for meetings through use of conference calls and video-conferencing technologies.



Reducing waste and engaging staff actively in the sustainability agenda

Our Sustainability Team has worked hard to raise awareness around sustainability issues, saving energy and other natural resources and particularly around increasing the levels of recycling.

Sustainability is increasingly embedded in training and education activities and is an important element of our staff engagement programme. We have now created a group of volunteer Sustainability Champions who have played a pivotal role in encouraging their colleagues to be more aware of the contribution which they can make and in developing new awareness materials.

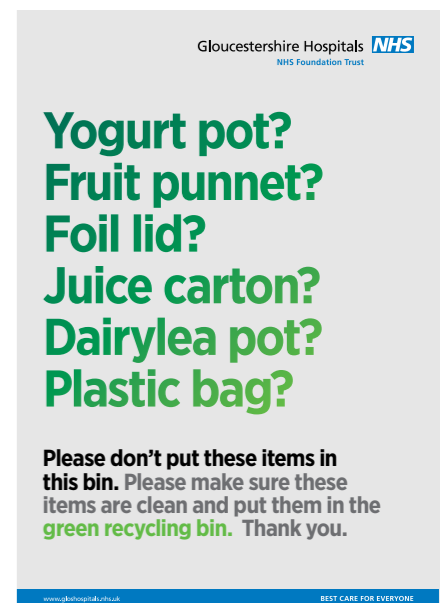
Many of our processes have been paper-based in the past. Our objective is to move to become a paperless organisation and we encourage staff to use technology to avoid the need to print materials. A key step in this longer-term journey was to launch the first phase of our major project to introduce electronic patient records.

We will:

- Continue to introduce initiatives to reduce our carbon footprint and explore the potential to develop a combined heat and power plant on our Gloucestershire Royal Hospital site
- Review key elements of our travel plan and continue to promote the benefits of active travel amongst our staff, patients and visitors to our sites
- Continue to reduce the amount of waste which we produce and which we send to landfill

- Continue to raise awareness of the benefits of recycling and sustainability issues

The majority of these activities fall within the remit of the Trust's Sustainability Committee, and will be reflected in elements of their Sustainable Development Management Plan.



7

Playing our part in local resilience planning

Playing our part in local resilience planning

Many local people will recall the major floods of 2007 which hit Gloucestershire particularly severely. Whilst events like this are thankfully relatively rare, other weather-related events or serious incidents and major emergencies can occur.

In circumstances like these it is vital for local statutory bodies and others to act together. We work in partnership with other members of the Local Resilience Forum and the wider community to ensure that together we have clear and coordinated plans and systems to respond swiftly and effectively to manage any situation which may occur.

Local resilience planning covers a wide range of potential situations; these include flooding, heatwave and other adverse weather conditions, major accidents and incidents, pandemic flu, fuel shortages.

We will:

- Ensure that we continue to be prepared to respond effectively, with partner organisations and the community, to major incidents or other serious events, to maintain the resilience of the local area.



Delivering the strategy

The Trust's Health and Wellbeing Group provides a focus for many of the health and wellbeing activities within the Trust.

The H&WB Group is led by the Director of Clinical Strategy and the Director of Human Resources. Other core members are drawn from across the clinical and corporate divisions and includes Staff side colleagues, Trust Governors and a Board Non-Executive Director. Representatives from the Gloucestershire Clinical Commissioning Group and the local Public Health team are also co-opted members of the Group, reflecting our shared commitment to collaborative working.

We will incorporate relevant actions associated with this strategy in our broader H&WB Work Programme, and the H&WB Group will maintain oversight of progress at its quarterly meetings. The H&WB Group reports to the Trust Leadership Team.

However, some of the other elements set out in this strategy will be overseen directly through alternative governance routes – for example, through the Trust's Transformation Group in the case of elements associated with the key delivery areas of the Sustainability and Transformation Plan (STP) or through the Sustainability Group for areas associated more closely with environmental issues or through the workforce committee.



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Glossary of terms

Term	Definition
Carer	Someone who provides unpaid support to family & friends who cannot manage without this help
Clinical Programme Approach	A transformational approach where people from different organisations and groups work together to remove organisational barriers and to redesign the pathways of care and delivery systems for a particular disease area.
CCG	Clinical Commissioning Group
Commissioning/Commissioners	Our commissioners are the Gloucestershire Clinical Commissioning Group. Commissioning is the process of assessing the needs of a local population and putting in place services to meet those needs. Commissioners are those who do this and who agree service level agreements with service providers for a range of services
Disadvantaged groups	Sometimes called 'marginalised', 'hard-to-reach' or 'seldom-heard' groups, these are people who experience inequalities in health, healthcare and employment, but who are not specifically protected by the Equality Act. They can include homeless people, sex workers, people who misuse substances, people with low socioeconomic status, and people living in rural isolation
Equality Impact Assessments	Process used to ensure the impact upon all protected characteristics has been considered prior to any service changes being introduced.
Foundation Trust	NHS providers who achieve foundation trust status have greater freedoms and are subject to less central control. Foundation Trusts are part of the NHS and have to meet the same national targets and standards
Foundation Trust Governors	The Board of Governors are elected by Foundation Trust members. Over half our members are local people or service users, other membership includes staff members and local partner organisations. Governors advise a Foundation Trust on how it carries out its work so that this is consistent with the needs of members and the wider community
GCC	Gloucestershire County Council
Gloucestershire Health & Wellbeing Board and Strategy	The Board is a partnership between local council representatives, the NHS and the wider community to improve the health of everyone in the county. Its plans and ambitions are set out in the county's HWB Strategy
Health	A complete state of physical and mental health and wellbeing and not merely the absence of disease and infirmity
Health promotion	The process of enabling people to increase control over, and to improve, their health
JSNA	Joint Strategic Needs Assessment, a high level overview of need in the county
Long term conditions (LTC)	Chronic health conditions which cannot at present be cured, but which can be controlled by medication, and other therapies and action. Among the most common LTC's are: diabetes, coronary heart disease, stroke, heart failure, respiratory diseases and asthma, severe mental health conditions and epilepsy
Local Resilience Forum	A group which oversees the development of plans and procedures to ensure an effective local response to major incidents and local emergencies
MECC	Make Every Contact Count - an initiative and associated training which encourages staff to raise issues about healthy lifestyle behaviours with their patients
Public Health	The science and art of promoting and protecting health and wellbeing, preventing ill-health and prolonging life through the organised efforts of society
Screening	The process of identifying healthy people who may be at increased risk of disease or a condition
Service users	Those who use services or those who may use them. Service user involvement can be directly or through representatives
Stakeholders	Any person or group of people who have a significant interest in services provided, or will be affected by, any planned changes in an organisation or Local Health Community
Sustainability and Transformation Plan (STP)	A joint plan developed by local NHS organisations and Gloucestershire County Council to respond to the challenges of the Five Year Forward View for the NHS
Wellbeing	Wellbeing is a subjective concept, often associated with people feeling comfortable, secure and fulfilled in their lives, or with improving economic, social and environmental factors.

