

HWB Stocktake Update: June 2020

Physical Health & Wellbeing
Psychological and Emotional HWB Provision
Occupational Health Service Provision

July 2020

Alison Jennings / Helen Edmunds

Content & Overview –

- Background & Context
- Regional Return - percentage of responses per region, including preparation towards recovery
- Summary of regional returns:
 - Physical Support
 - Psychological & Emotional HWB
 - Occupational Health (OH)
- Additional question on MH and support for BAME colleagues
- Regional Summaries available

- In response to COVID 19 we are working in close collaboration with organisations across the NHS to ensure appropriate health & wellbeing (HWB) support is in place and functioning effectively
- To determine the current state of HWB provision we conducted a rapid COVID-19 Health & Wellbeing Regional Stocktake from 4-8 April with NHS Trusts. This was led and delivered by the Regional HWB COVID19 leads and supported centrally by the HWB team.
- This update report uses data collected from **a second stocktake run in June 2020**
- The data is therefore a snapshot in time, and a recognition that conditions are constantly changing.
- 82 questions were asked in total covering three broad areas:
 - Physical Health & Wellbeing
 - Psychological and Emotional HWB Provision
 - Occupational Health Service Provision
- The data has been further analysed by regional teams (including some additional responses from additional local organisations where regions found this useful) which will be used to inform discussions with systems (ICS/STP) and Trusts on next steps

H&WB Stocktake Regional Return – Summary Responses

Region	HWB regional lead	Provider organisations in region	Responses received	Response Rate
	Name	Number	Number	%
North East & Yorks	Zoe Birch	37	26	70%
North West	Karen Gallagher	34	27	79%
Midlands	Melanie Lloyd	40	37	93%
East of England	Martha Roberts	26	17	65%
London	Laura Emson	33	28	85%
South East	Alison Jennings	32	28	88%
South West	Kate Milton	23	17	74%
All respondents	-	225	180	80%

- 180 Trusts responded to the survey in June, an 80% response rate
- This is 20 fewer than responded and no region achieved 100% returns on this occasion

South East Region – physical support



		Jun-20	Apr-20	Jun-20
South East TAFC		In place of 28	In Place %	In Place %
Transport	Free Parking	25	100%	89%
	Dedicated Taxi Contract	16	61%	57%
	Sufficient local public transport	24	88%	86%
	Free bike use	6	15%	21%
	Clear guidance on COVID-19 travel to work	25	58%	89%
Accommodation	Sufficient temporary accommodation	26	88%	93%
	Hotels/ AirBnB contracts	23	85%	82%
	Sleep Pods on Site	5	12%	18%
	Sleep Packs Available	12	12%	43%
Food	24/7 Catering on site	15	6%	54%
	Food Shops on site	8	9%	29%
	Food Packages supported by local business	18	12%	64%
	On-site delivery of food ordered online	10	3%	36%
	Snack Stations	22	6%	79%
	Microwaves and fridges available	28	15%	100%
	Cool bags	12	0%	43%
	Guidance on accessing food	22	15%	79%
Childcare	On-site nursery / creche	15	12%	54%
	Support/food vouchers for FSM children	7	6%	25%
	Guidance on accessing childcare locally	20	42%	71%

Transport

Region	Total responses	Free Parking	Dedicated Taxi Contract	Sufficient local public transport	Free bike use	Clear guidance on travel to work	Is support due to end	Is there support in place for recovery?
		In place	In place	In place	In place	In place	% Yes	% Yes
South East	28	89%	57%	86%	21%	89%	21%	21%
BOB	6	83%	67%	67%	0%	67%	17%	33%
Frimley	1	100%	100%	100%	100%	100%	100%	0%
HIOW	5	100%	60%	100%	0%	80%	0%	20%
Kent and Medway	5	80%	80%	100%	20%	100%	20%	0%
Surrey Heartlands	5	80%	40%	80%	60%	100%	20%	20%
Sussex	6	100%	33%	83%	17%	100%	33%	33%

- Responses shown are as of June 2020, further narrative is available on subsequent slides.

Transport

General themes and commentary

The majority of trusts who answered commented that the additional provision put in place for the pandemic is still available, however this will cause a financial burden and will need to be reviewed in the forthcoming months.

Readiness for Recovery: high level themes and commentary

Currently 64% of trusts are continuing to provide additional transport provision including car parking and in 90% of trusts this is still free of charge.

One trust is in discussions with their local transport provider to encourage more services to be available.

Good Practice identified

A trust is including transport to and from work as part of their risk assessments to see if traveling by public transport increases the risk for a colleague.

A four stage recovery transport plan is being developed along with additional car parking; another trust reviewing their travel policy

One of the trusts has partnered with Volunteer Transport Drivers from local charities to provide a free taxi service for staff. Staff living in a certain area (Hastings) can text the service and they are provided with details on how the service works information on booking.

Other comments

Our community trusts are based on a number of sites and therefore transport and provision for free parking is not available everywhere.

Accommodation

Region	Total responses	Temporary accommodation	Local hotel / Air BnB	Sleep pods	Sleep packs	Are provisions due to end	Is there support in place for recovery?
		In place	In place	In place	In place	% Yes	% Yes
South East	28	93%	82%	18%	39%	18%	21%
BOB	6	100%	83%	33%	17%	17%	17%
Frimley	1	100%	100%	100%	100%	100%	0%
HLOW	5	100%	100%	0%	0%	20%	40%
Kent and Medway	5	100%	100%	20%	60%	20%	0%
Surrey Heartlands	5	80%	80%	0%	60%	20%	0%
Sussex	6	83%	50%	17%	50%	0%	50%

- Responses shown are as of June 2020, further narrative is available on subsequent slides.

Accommodation

General themes and commentary

77% of trusts who responded are still providing accommodation for colleagues. The majority of trusts have reported that accommodation is available for those who need it from a variety of providers. Some trusts are risk assessing colleagues to identify those who may need accommodation, but haven't requested it or where the additional provision has ended.

Readiness for Recovery: high level themes and commentary

3 trusts are using the national offers/contracts to source accommodation, 1 trust is concerned that if this offer is removed they will not be able to facilitate the requests.

Accommodation is still required for those colleagues who would not be able to work as they have someone within their household shielding.

Good Practice identified

Staff village for up to 40 people

Central booking system (2 providers)

Collaboration with universities, private providers and local hotels

Other

One trust has reported that they are inundated with requests for accommodation, however one trust has said that the additional accommodation sourced was under utilised and therefore the offer was ended.

Food

Region	Total responses	24/7 on-site catering	Pop up food shops	Food packages for staff	On site delivery of online orders	Snack stations	Microwaves and fridges	Cool bags	Guidance on accessing food	Are provisions due to end	Is there support in place for recovery?
		In place	In place	In place	In place	In place	In place	In place	In place	% Yes	% Yes
South East	28	54%	29%	61%	36%	79%	100%	43%	79%	54%	18%
BOB	6	50%	17%	50%	17%	83%	100%	33%	33%	67%	17%
Frimley	1	0%	100%	100%	100%	100%	100%	100%	100%	100%	0%
HIOW	5	80%	20%	60%	40%	80%	100%	20%	80%	0%	20%
Kent and Medway	5	80%	40%	80%	80%	80%	100%	40%	100%	20%	0%
Surrey Heartlands	5	40%	40%	80%	40%	100%	100%	60%	100%	40%	20%
Sussex	6	33%	17%	33%	0%	50%	100%	50%	83%	67%	33%

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Food

General themes and commentary

The majority of trusts still have some food donations coming into the organisations, however these have now slowed and the charitable monies are being using to boost any supplies required. All trusts now have microwave / fridge access for their staff.

Good Practice identified

Centrally coordinating donations

Free healthy food onsite; extra fruit provided on wards via the catering team

Project Wingman (furloughed airline crew are providing a “First Class Lounge” experience providing a space to unwind and de-compress while being served refreshments.)

Other

Two trusts are working to provide either through Charity donations or other funds to provide microwaves and fridges in staff areas where these provisions were missing.

One trust is making sure that water is available in rest areas (wasn't previously available).

In one trust access to food continues to be raised as an issue by staff. The catering team have held feedback groups in order to address this and are currently working a proposal.

One trust would like to explore the possibility for priority online shopping slots for staff – can this be facilitated nationally?

Childcare

Region	Total responses	On-site nursery / creche	Increased capacity	Increased operating hours	Holiday / weekend cover	Wrap around care	Support for children entitled to FSM	Guidance on accessing childcare / funding	Is support due to end	Is there support in place for recovery?
		In place	In place	In place	In place	In place	In place	In place	% Yes	% Yes
South East	28	54%	60%	53%	40%	40%	25%	64%	11%	25%
BOB	6	67%	25%	50%	25%	50%	17%	17%	50%	50%
Frimley	1	100%	100%	100%	0%	0%	100%	100%	0%	0%
HIOW	5	40%	50%	50%	50%	0%	20%	60%	0%	40%
Kent and Medway	5	40%	50%	50%	50%	50%	60%	100%	0%	0%
Surrey Heartlands	5	60%	67%	33%	33%	33%	20%	80%	0%	0%
Sussex	6	50%	100%	67%	67%	67%	0%	67%	0%	33%

- Responses shown are as of June 2020, further narrative is available on subsequent slides.

Childcare

General themes and commentary

Summer holiday and out of school hours is a concern for the majority of trusts. Some trusts are working with their local authorities to help to provide extra support. Colleagues support networks e.g. grandparents, holiday clubs, other parents and family members are unable to look after children from other households and it is difficult to maintain social distancing with primary school children.

Good Practice identified

Onsite nurse support, extra capacity

Working with local authorities for further provision.

One trust is providing additional funding for childcare.

Other

Some trusts mainly community and ambulance trusts do not have nurseries or other childcare provision available due to the number of sites.

South East Region – psychological support

		Jun-20	Apr-20	Jun-20
South East Psych		In place of 28	In Place %	In Place %
National offer	Promotion of national offer of support	28	97%	100%
Local psychological support	Enhancement or upscaling of EAP	23	73%	82%
	Access to bereavement support	26	70%	93%
	Access to listening services	28	73%	100%
	Decompression support for staff	24	42%	86%
	Access to HWB rooms/spaces	21	42%	75%
	Local wellbeing apps	23	61%	82%
	Local HWB intranet	28	88%	100%
	Resilience coaching	16	45%	57%
	24/7 faith rooms	23	73%	82%
	Enhanced/increased chaplaincy/faith support	21	61%	75%
Psychological support for returners	Psychological support prior to entry	15	33%	54%
	Clear HWB support as part of induction	21	70%	75%
	Homeworking	28	76%	100%
	Access to ergonomic support at home	9	30%	32%
	Working from home toolkit	19	55%	68%
	Homeworking guidance for staff	23	82%	82%
	Line manager guidance on remote working	23	70%	82%
	Dedicated Twitter account	24	76%	86%
	Senior Leadership communications	27	97%	96%
	Text alerts	8	6%	29%

Psychological support (1)

Region	Total responses	Signposting, promotion of national offers	Enhanced EAP	Local bereavement support	Local listening services	Decompression support	Access to HWB rooms / spaces	Local intranet resource	Support for higher risk staff
		In place	In place	In place	In place	In place	In place	In place	In place
South East	28	100%	82%	93%	100%	86%	75%	96%	89%
BOB	6	100%	50%	100%	100%	100%	67%	100%	67%
Frimley	1	100%	100%	100%	100%	100%	100%	100%	0%
HIOW	5	100%	80%	80%	100%	80%	80%	100%	100%
Kent and Medway	5	100%	80%	100%	100%	80%	80%	100%	100%
Surrey Heartlands	5	100%	100%	80%	100%	80%	80%	80%	100%

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Psychological support (2)

Region	Total responses	HWB within induction	Access to resilience coaching	24/7 access to faith rooms	Enhanced chaplaincy / faith support	BAME network	Recovery phase HWB package	Plans for psychological intervention	Psychological support for families
		In place	In place	In place	In place	% Yes	% Yes	% Yes	% Yes
South East	28	75%	57%	82%	75%	89%	68%	100%	54%
BOB	6	83%	33%	83%	67%	100%	67%	100%	67%
Frimley	1	100%	100%	100%	100%	100%	100%	100%	0%
HIOW	5	80%	80%	80%	100%	80%	60%	100%	40%
Kent and Medway	5	40%	80%	80%	40%	100%	80%	100%	20%
Surrey Heartlands	5	60%	60%	100%	100%	100%	60%	100%	100%
Sussex	6	100%	33%	67%	67%	67%	67%	100%	50%

- Responses shown are as of June 2020, further narrative is available on subsequent slides.

Psychological Support: general

General themes and commentary

Health and Wellbeing leads across the trusts want to keep most of the additional/enhanced interventions for their colleagues, the challenges are:

- Keeping HWB at the top of the agenda, we know it can take up to seven years for PTSD symptoms to appear.
- Access to quick referral psychological support
- Training more colleagues in TRiM / STRAW / REACT
- Obtaining / training more Mental Health First Aiders
- Additional Financial/budgetary and resourcing support over the next few years to support our colleagues

Readiness for Recovery: high level themes and commentary

This is going to be a long road to recovery and Health and Wellbeing needs to be kept at the top of the agenda in every meeting including Executive and Board meetings throughout all organisations.

Psychological Support: general...

Good Practice identified

There are numerous good practice areas highlighted for supporting colleagues, with Trusts offering different services;

- Reflective practice, local debriefs, CISM, TRiM / EMDR, Mental Health First Aiders and MHA 1st.
- Listening ears, priority helplines and welfare calls to shielding and at risk staff.
- REACT Training
- Stay well, wobble rooms, take 5 rooms,
- Project Wingman (Furloughed cabin crew supporting health and wellbeing), physical activities classes e.g. yoga, walking...

Other comments

19% of trusts who responded do not provide access to health and wellbeing rooms, some of this is due to the number of sites in community settings, and therefore are not able to provide rooms in each setting; some providers have less space due to the demands for social distancing and therefore no longer have rooms.

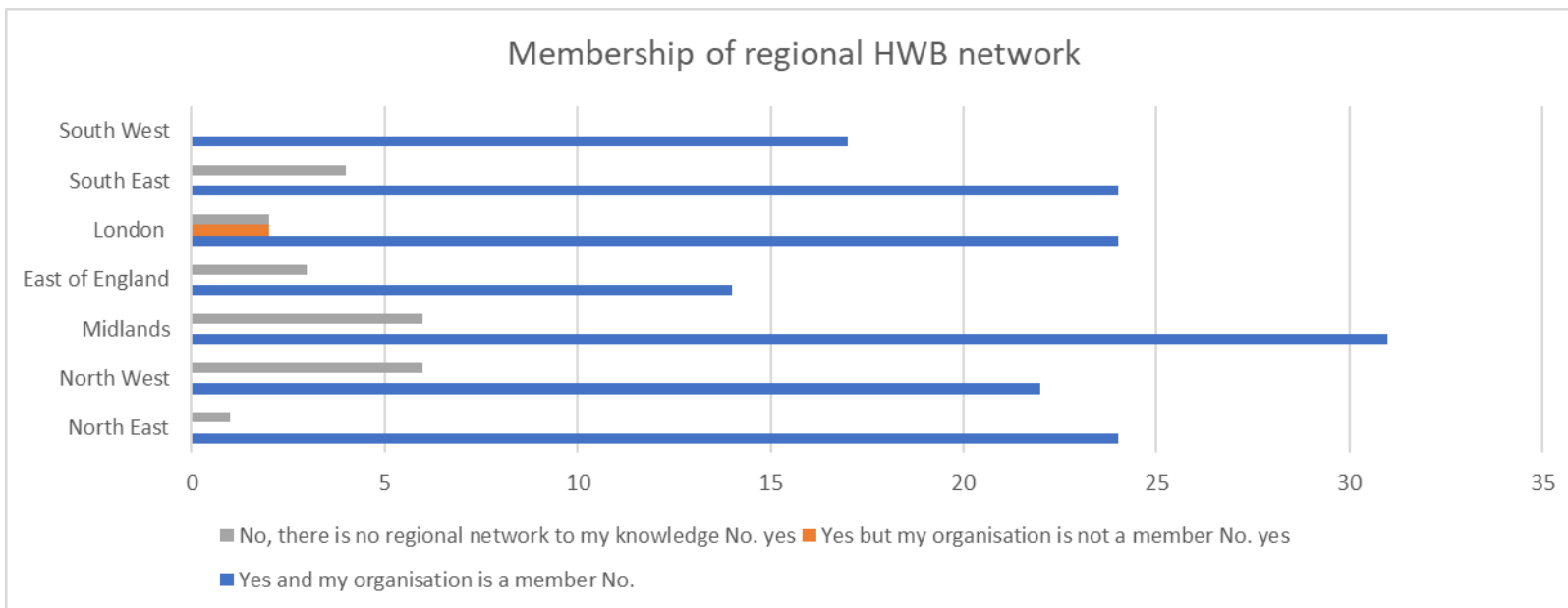
One trust reported that they do not have the support of their Estate and Facilities to enable this, however they are challenging this decision.

1. Psychological support (3) HWB networks



Region	Total responses	Are you sharing health and wellbeing resources across your STP/ICS? In place
North East	26	96%
North West	27	93%
Midlands	37	95%
East of England	17	94%
London	28	75%
South East	28	93%
South West	17	94%
All respondents	180	91%

- The vast majority of Trusts are sharing resources and good practice locally, mostly via their STP/ICS, or otherwise with neighbouring trusts or via the regional HWB network
- 87% of trusts are a member of their regional HWB network.



BAME Support

Region	Total responses	Risk assessment	BAME COVID-19 Action Plan	Listening Events	Direct Comms to BAME Staff from the CEO	Triaged support to EAP or other programmes	BAME Specialist advice to Board/Exec
		% in place	% in place	% in place	% in place	% Yes	% Yes
South East	28	100%	89%	93%	86%	79%	89%
BOB	6	100%	50%	83%	100%	83%	83%
Frimley	1	100%	100%	100%	0%	100%	100%
HIOW	5	100%	100%	100%	60%	80%	100%
Kent and Medway	5	100%	100%	100%	100%	80%	80%
Surrey Heartlands	5	100%	100%	80%	80%	80%	100%
Sussex	6	100%	100%	100%	100%	67%	83%

Risk assessments are currently in progress for BAME staff within most trusts, with four trusts reporting they are either at completion or have almost completed the risk assessments for all of their BAME staff at time of stocktake completion (June 2020).

BAME Support

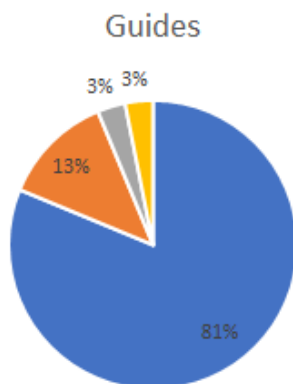
Support in place for BAME colleagues at time of stocktake completion in June 2020:

- 87% of trusts have BAME COVID Action Plans in place
- 90% of trusts have listening events in place
- 84% have direct comms to BAME staff from the CEO
- 81% have triaged support to EAP or other support programmes for BAME staff
- 84% of trusts have BAME specialist advice to Board/Exec in place

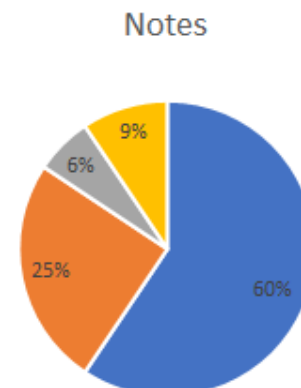
Other areas of support in place for BAME staff that some trusts have in place include:

- BAME staff groups
- Individual calls from the E&D Lead
- Development of their ED&I strategy/ networks
- BAME health checks
- BAME support volunteer roles
- BAME Advisory Panel and Advisory Groups

National HWB Offers: SE Feedback (1)

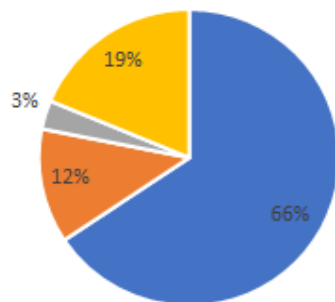


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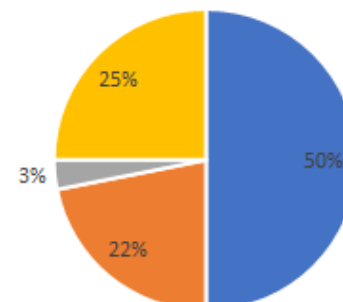
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#Caring4NHSPeople Webinars



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Leadership Circles

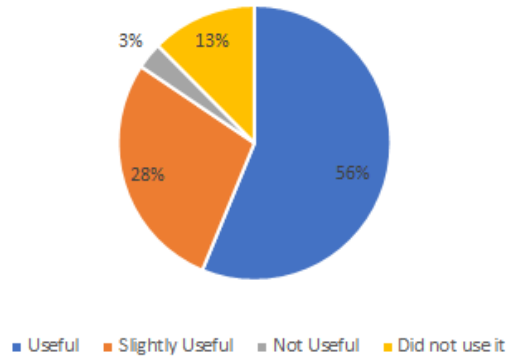


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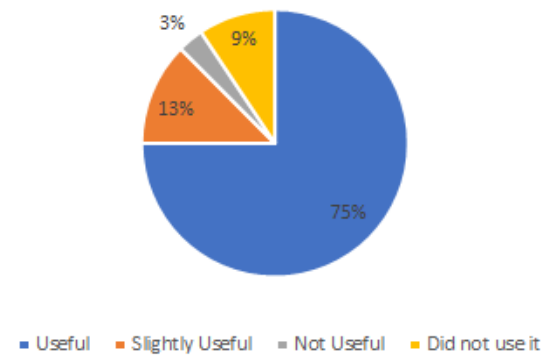
National HWB Offers: SE Feedback

(2)

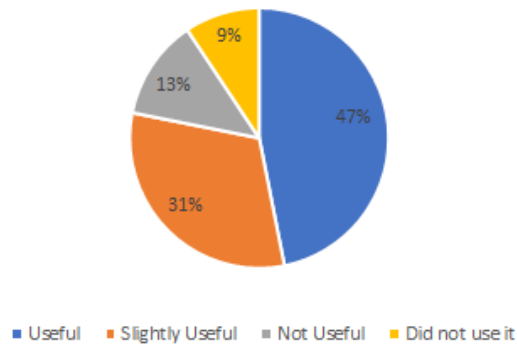
Support For Leaders



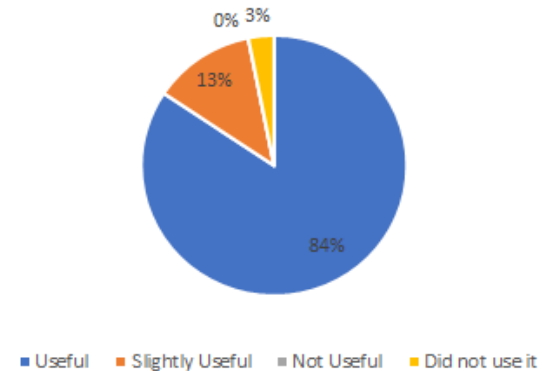
Support Helplines



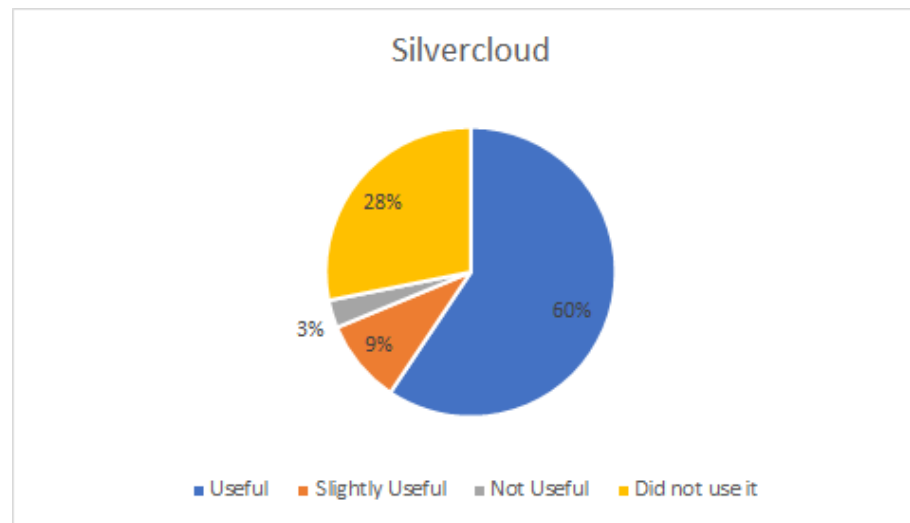
Staff Common Rooms



Well-being Apps



National HWB Offers: SE Feedback (3)



Psychological Support: offers

National offer

Overall, trusts found the National offers to be very useful. However, a couple of trusts mentioned they would have liked more guidance, as well as Mental Health First Aid training for all managers to help the move into recovery.

Local offers

Some trusts commented on the offers they have in place for psychological interventions or mental health conditions, such as mental health support hubs, access to programmes and treatments, TRiM, in-house support and some had out-sourced support from other trusts.

From all of the local offers, trusts commented on those that they found the most useful and may continue which included the Health and Well-being resources, mental health support, discounts, leadership circles, coaching, and donations. Two of the trusts mentioned the free food was initially really useful, however as time went on, they no longer had the need for it and redirected it to care homes/ the homeless.

Psychological and mental health offers were extended to families from most trusts. Nine trusts mentioned they had extended the Employee Assistance Programme (EAP) to the families of staff, as well as mental health resources, helplines and a new app which has been developed and launching next month.

Other comments

Some of the risks and issues for offers to be sustainable were raised by some of the trusts, such as time, capacity, finance, social distancing and resources. Although, 6 trusts currently have managers undertaking Mental Health First Aid training. Cohort numbers have not been provided.

Psychological Support: leadership

Creating a sense of belonging for staff

The majority of the trusts are using regular communications with staff, including team engagement meetings and webinars. Blogs, Facebook pages and WhatsApp groups also seem to be used by many trusts as tools to create a sense of belonging for staff. One trust said they have also been having #HAY conversations regularly with staff.

Leadership and management support

A number of trusts are carrying out risk assessments/ guidance, leadership guides, coaching and mentoring, health and well-being manager packs, online & HR support.

Many trusts have training opportunities for leaders and managers in development. However, numerous trusts are already offering TRiM, resilience training, mental health first aid training and leadership circles.

Other comments

7 trusts have said they will be carrying out appraisals to enable leaders and managers to support staff health and wellbeing, as well as using the Health and Well-being hubs, well-being apps and #HAY/ daily check-ins with staff.

Homeworking

Region	Total responses	Staff continuing to work at home	Homeworker risk assessment	Work station risk guide	Working at home toolkit	Dedicated intranet site	Senior leader comms	Text alert system
		% Yes	% Yes	In place	In place	In place	% Yes	In place
South East	28	100%	32%	82%	68%	82%	96%	32%
BOB	6	100%	17%	83%	67%	100%	100%	50%
Frimley	1	100%	0%	100%	100%	100%	100%	0%
HIOW	5	100%	60%	100%	100%	100%	100%	40%
Kent and Medway	5	100%	60%	80%	60%	80%	100%	20%
Surrey Heartlands	5	100%	20%	40%	20%	80%	80%	60%
Sussex	6	100%	17%	100%	83%	50%	100%	0%

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Homeworking

General themes and commentary

- **100% of trusts have staff who are continuing to work from home (the numbers of staff WFH varies organisationally)**
- **61% of the trusts have risk assessments and hygiene requirements that are in progress, but only 35% of trusts have completed this process.**
- **A working from home toolkit is in place in 64% of trusts and in development for 32% of the trusts.**
- **Homework workstation- how to 'risk assess' guide is in place for 83% of trusts.**

Other

Organisations are looking at how to induct people to come back to the workplace as it is very different to the one they left in March 2020.

Supportive conversations have been taking place with colleagues who are shielding or working from home; however, some organisations are reviewing the types and levels for returning to the workplace.

Occupational Health

Region	Total responses	Inhouse OH service	Outsourced OH service	Upscaling of local OH	Upscaling external OH	Has OH involved testing	Any concerns regarding capacity?
		%	%	% Yes	% Yes	% Yes	In place
South East	28	64%	36%	72%	30%	64%	32%
BOB	6	67%	33%	50%	50%	67%	33%
Frimley	1	100%	0%	0%		0%	0%
HIOW	5	80%	20%	75%	0%	80%	20%
Kent and Medway	5	60%	40%	100%	0%	60%	60%
Surrey Heartlands	5	60%	40%	67%	0%	80%	20%
Sussex	6	50%	50%	100%	67%	50%	33%

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Occupational Health

General themes and commentary

The majority of the trusts that answered had commented that they would need staff resources and support as well as financial support to enable them to cope with any additional activity.

- **58% of trusts have in-house OH support, of which 72% of them have said that their OH had been enhanced or upscaled through additional staff or local testing such as Test and Trace.**
- **45% of trusts are already using or are planning to use the national Occupational Health framework.**

Good Practice identified

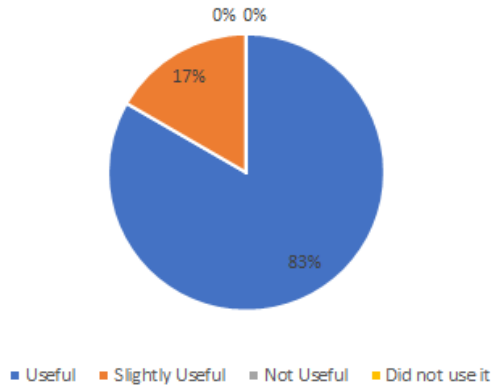
Several trusts shared some areas of good practice relating to occupational health, including Occupational Health FAQs, health and well-being resources and a number of ways to offer support for staff, including a support line, welfare calls and specialist support.

Appendix

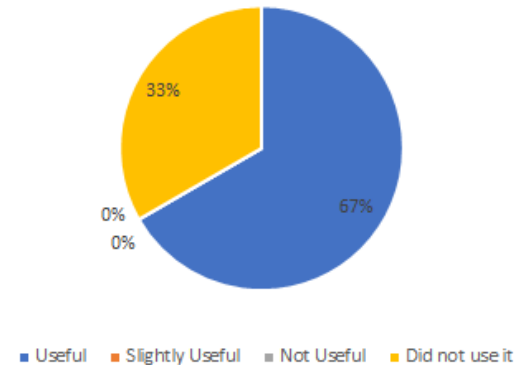
Buckinghamshire Oxfordshire Berkshire West (BOB)

National HWB Offers: Feedback BOB (1)

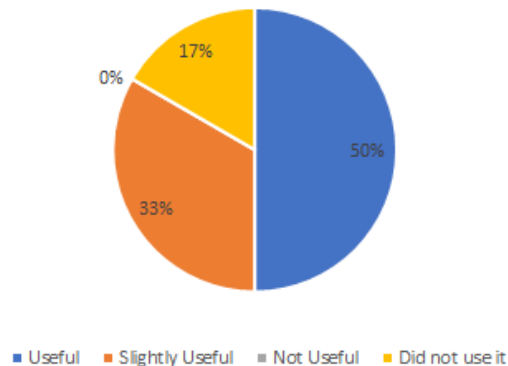
BOB- Guides



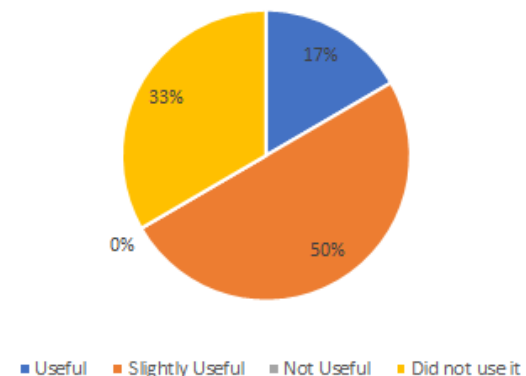
BOB- Notes



BOB- #Caring4NHS People Webinars

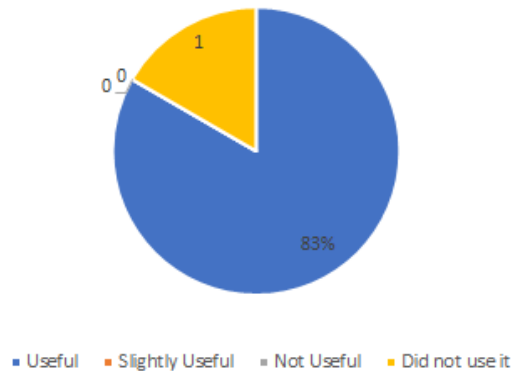


BOB- Leadership Circles

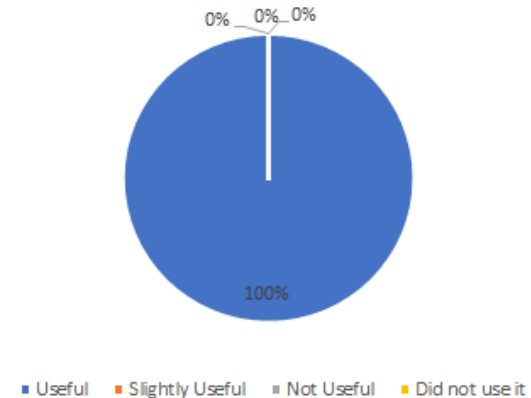


National HWB Offers: Feedback BOB (2)

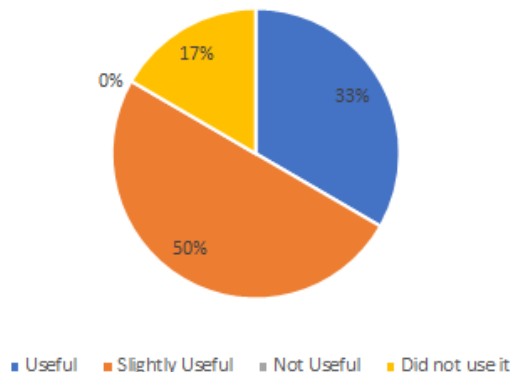
BOB- Support Helplines



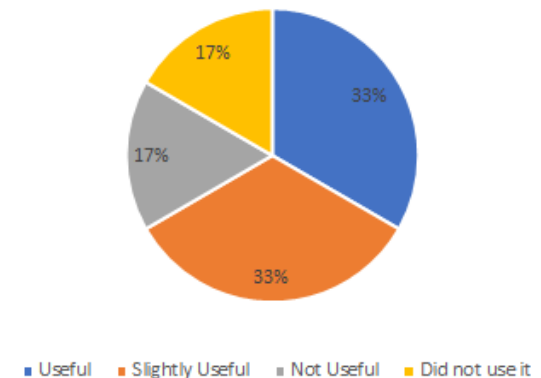
BOB- Well-being Apps



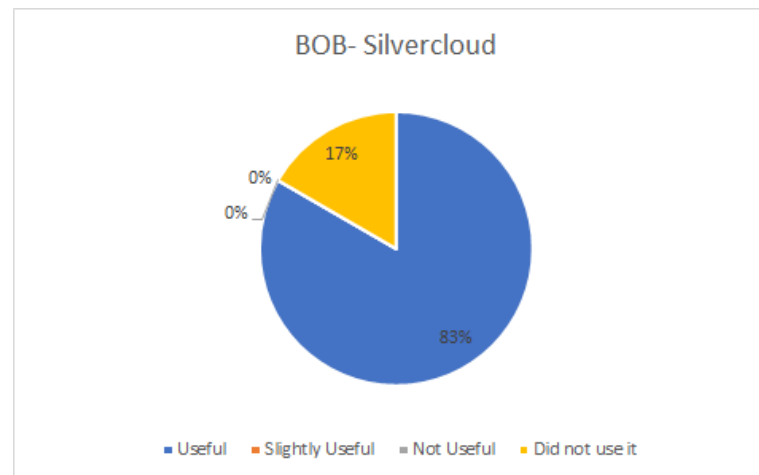
BOB- Support For Leaders



BOB- Staff Common Rooms



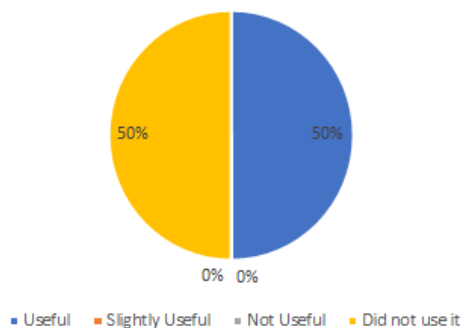
National HWB Offers: Feedback BOB (3)



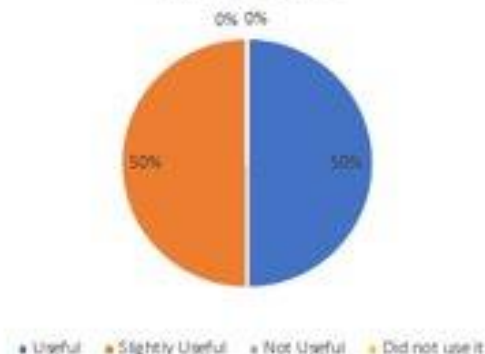
Frimley

National HWB Offers: Feedback Frimley (1)

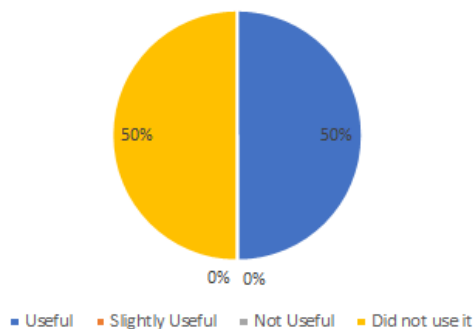
Frimley- Notes



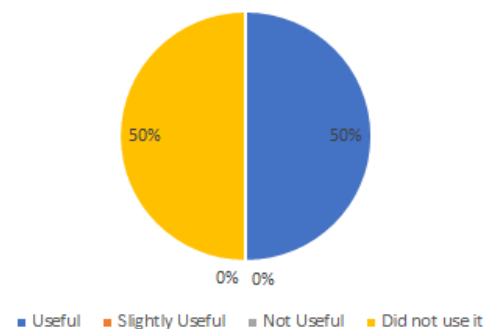
Frimley- Guides



Frimley- Leadership Circles

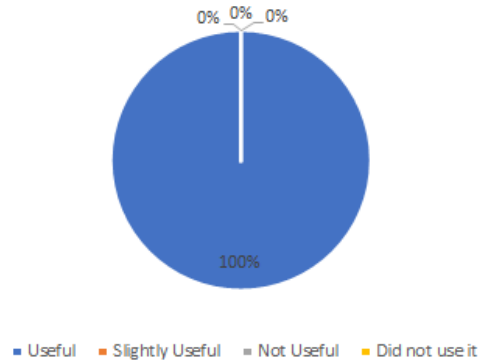


Frimley- #Caring4NHSPeople Webinars

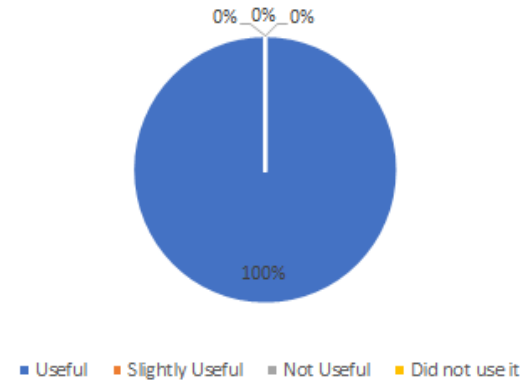


National HWB Offers: Feedback Frimley (2)

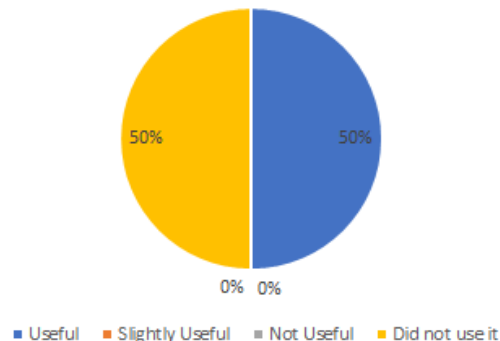
Frimley- Staff Common Rooms



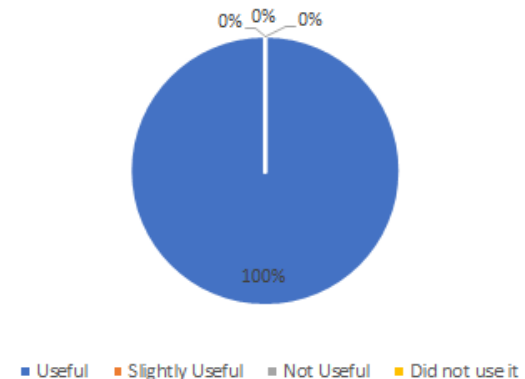
Frimley- Well-being Apps



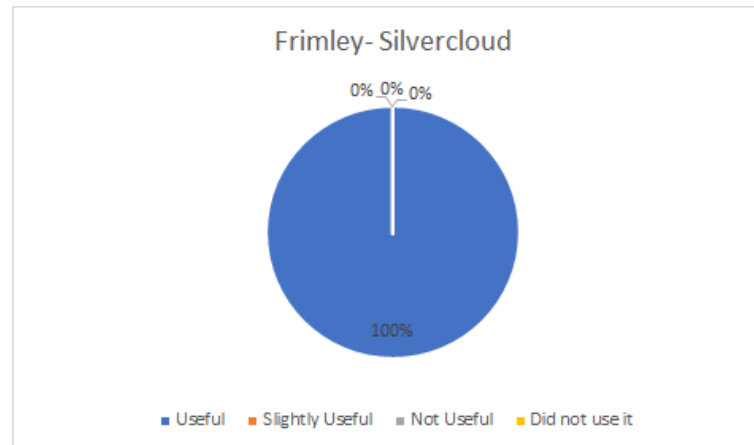
Frimley- Support For Leaders



Frimley- Support Helplines



National HWB Offers: Feedback Frimley (3)

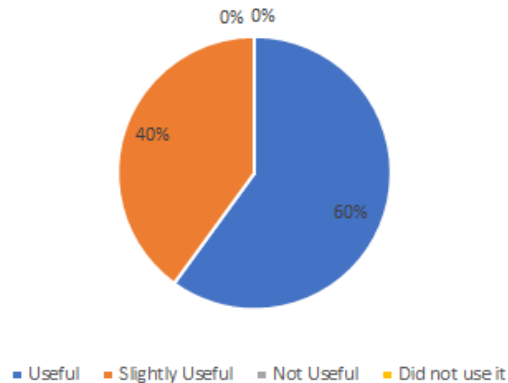


Hampshire Isle of Wight (HIOW)

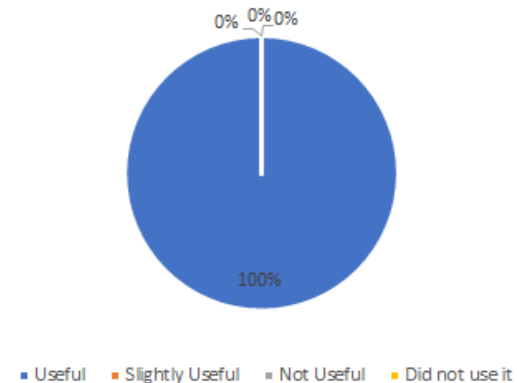
National HWB Offers: Feedback

HIOW (1)

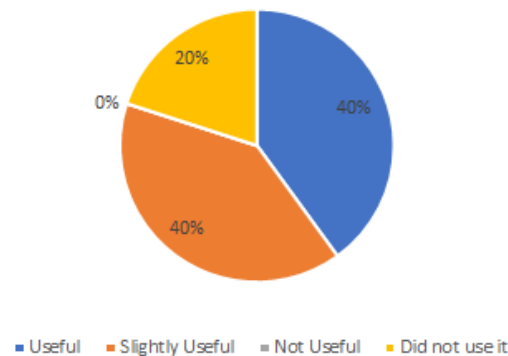
HIOW- Notes



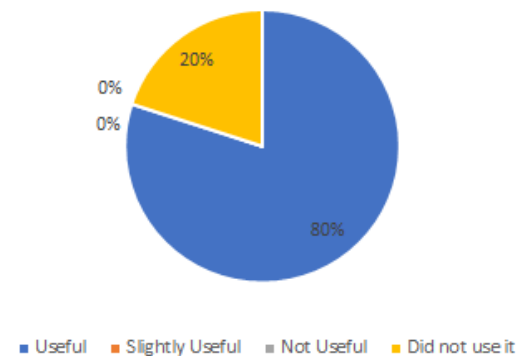
HIOW- Guides



HIOW- Leadership Circles

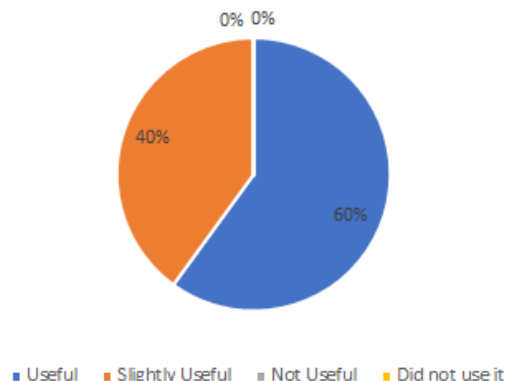


HIOW- #Caring4NHSPeople Webinars

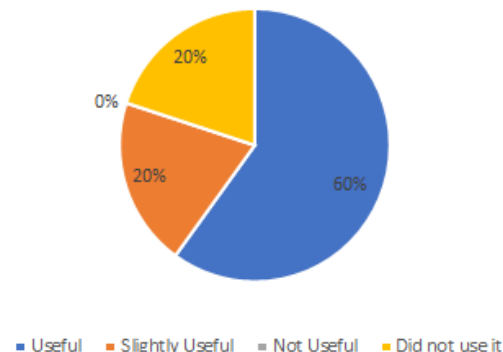


National HWB Offers: Feedback HIOW (2)

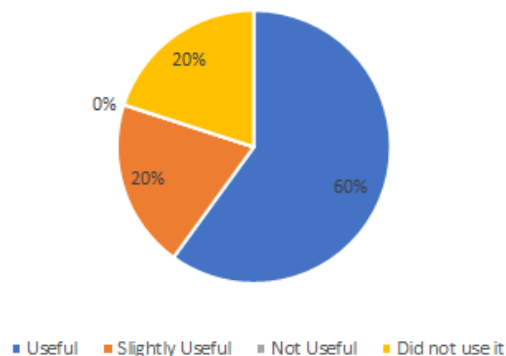
HIOW- Support For Leaders



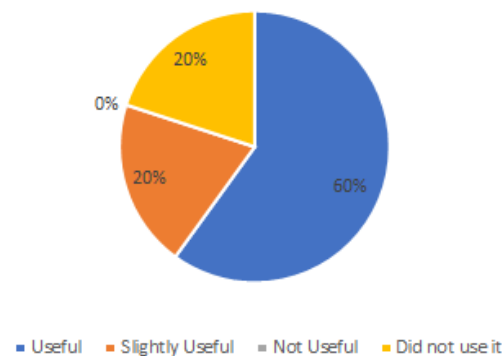
HIOW- Support Helplines



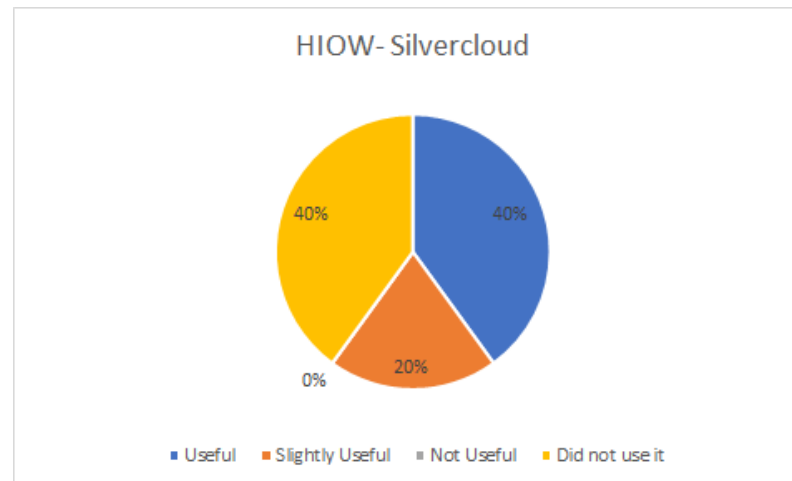
HIOW- Staff Common Rooms



HIOW- Well-being Apps



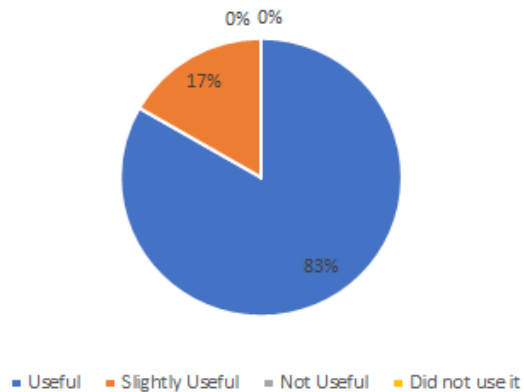
National HWB Offers: Feedback HIOW (3)



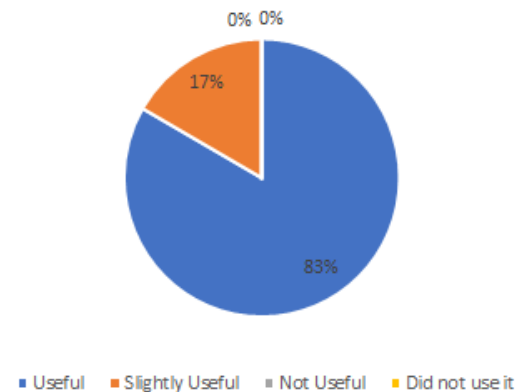
Kent and Medway (KM)

National HWB Offers: Feedback KM (1)

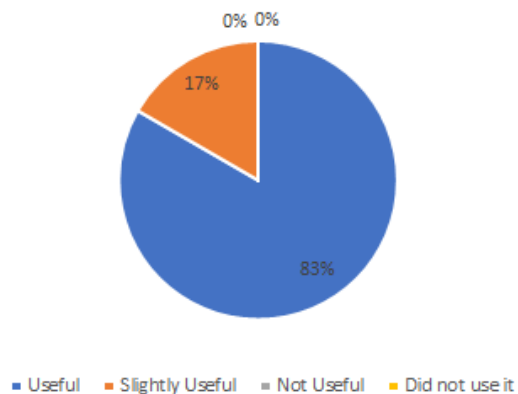
KM- #Caring4NHSPeople Webinars



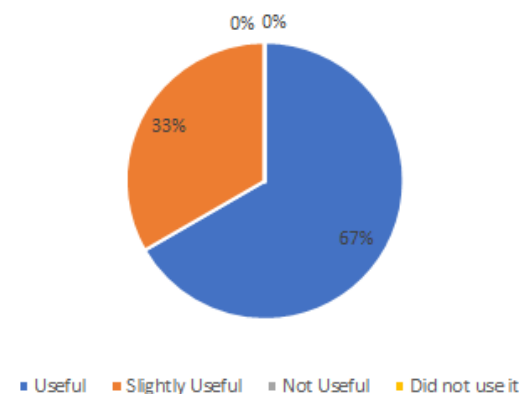
KM- Leadership circles



KM- Guides

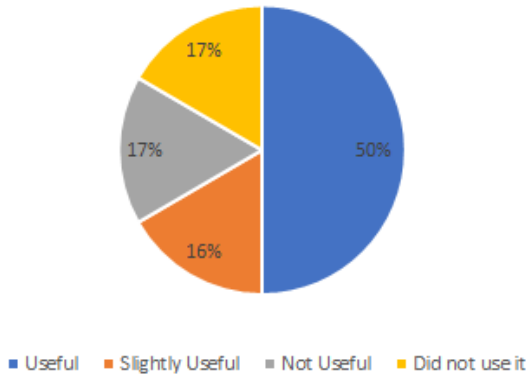


KM- Notes

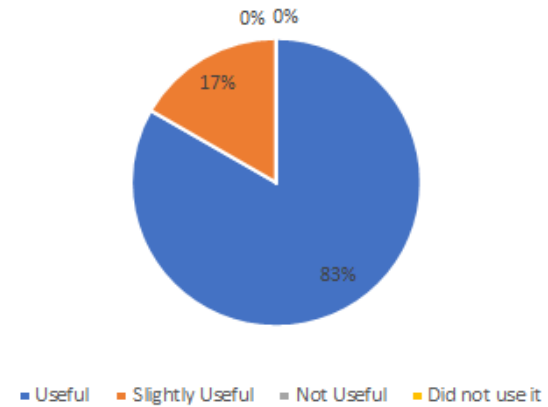


National HWB Offers: Feedback KM (2)

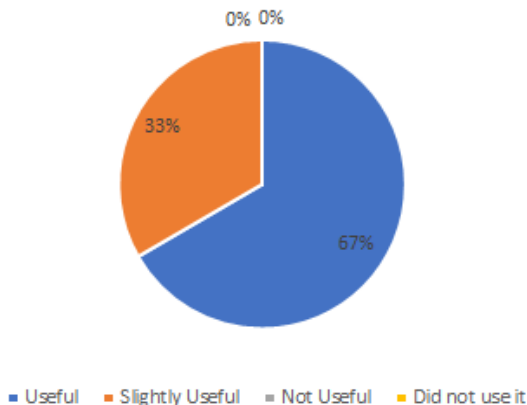
KM- Staff common rooms



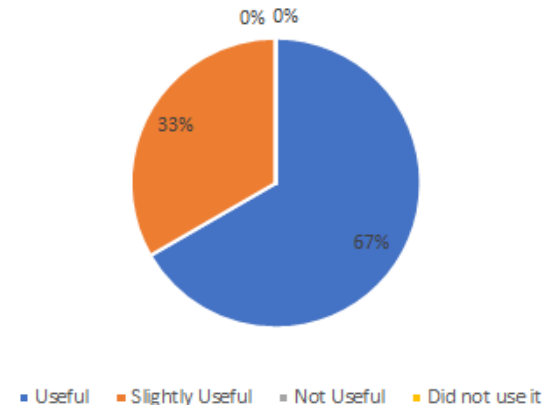
KM- Wellbeing apps



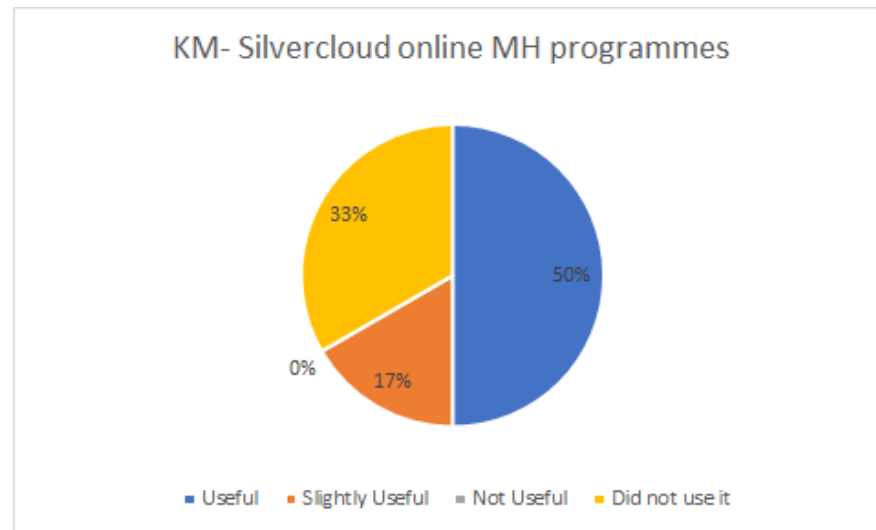
KM- Support for leaders



KM- Support helplines



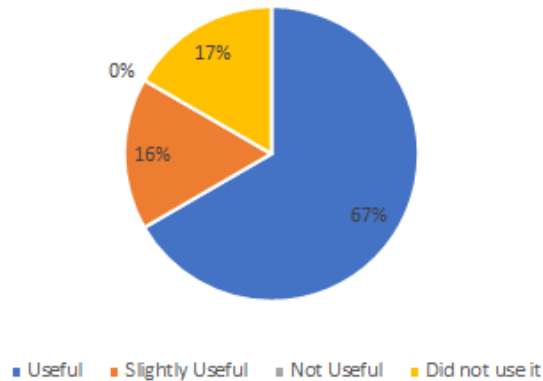
National HWB Offers: Feedback KM (3)



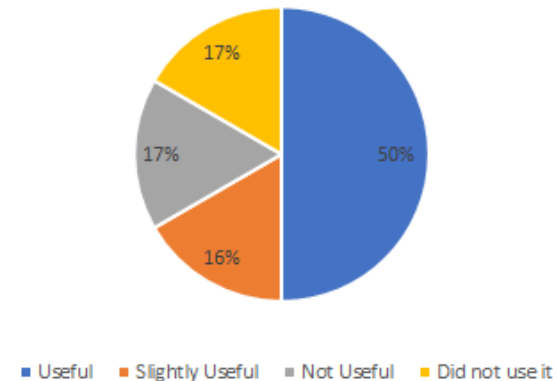
Sussex Health and Care Partnership

National HWB Offers: Feedback Sussex (1)

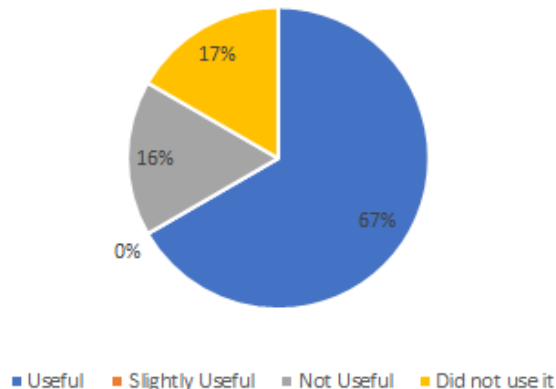
SES- Guides



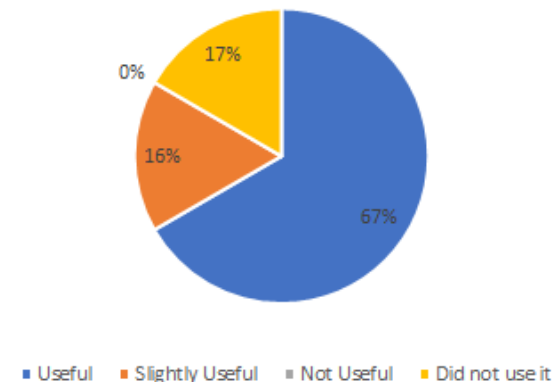
SES- Notes



SES- #Caring4NHSPeople Webinars

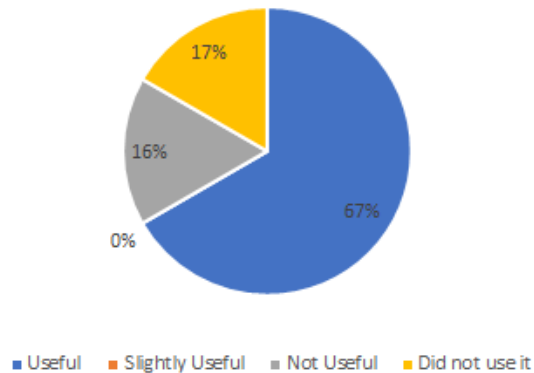


SES- Leadership Circles

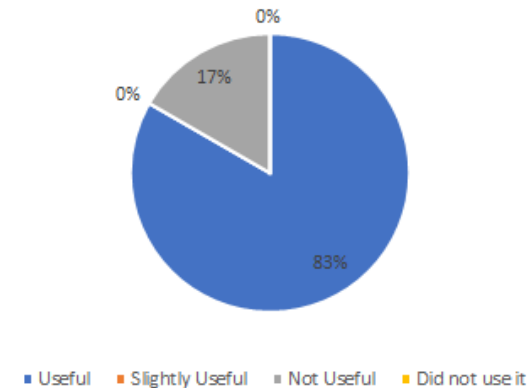


National HWB Offers: Feedback Sussex (2)

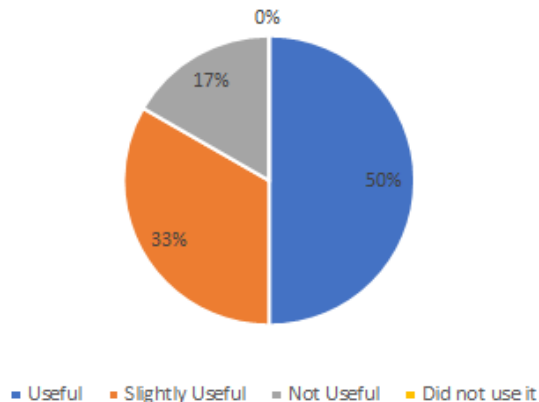
SES- Support For Leaders



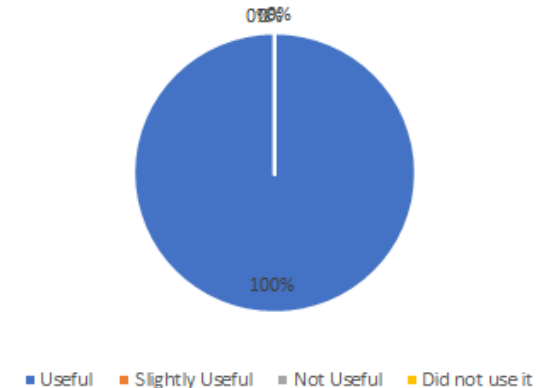
SES- Support Helplines



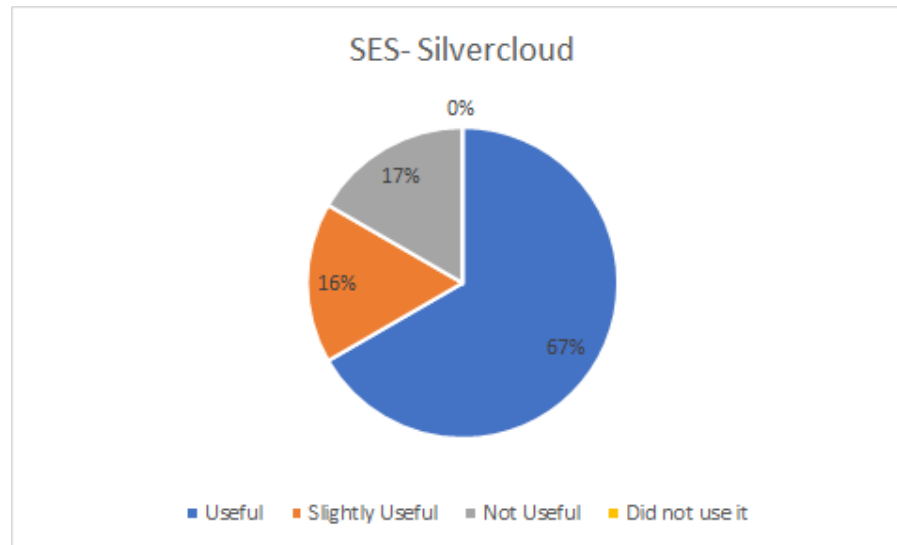
SES- Staff Common Rooms



SES- Well-being Apps

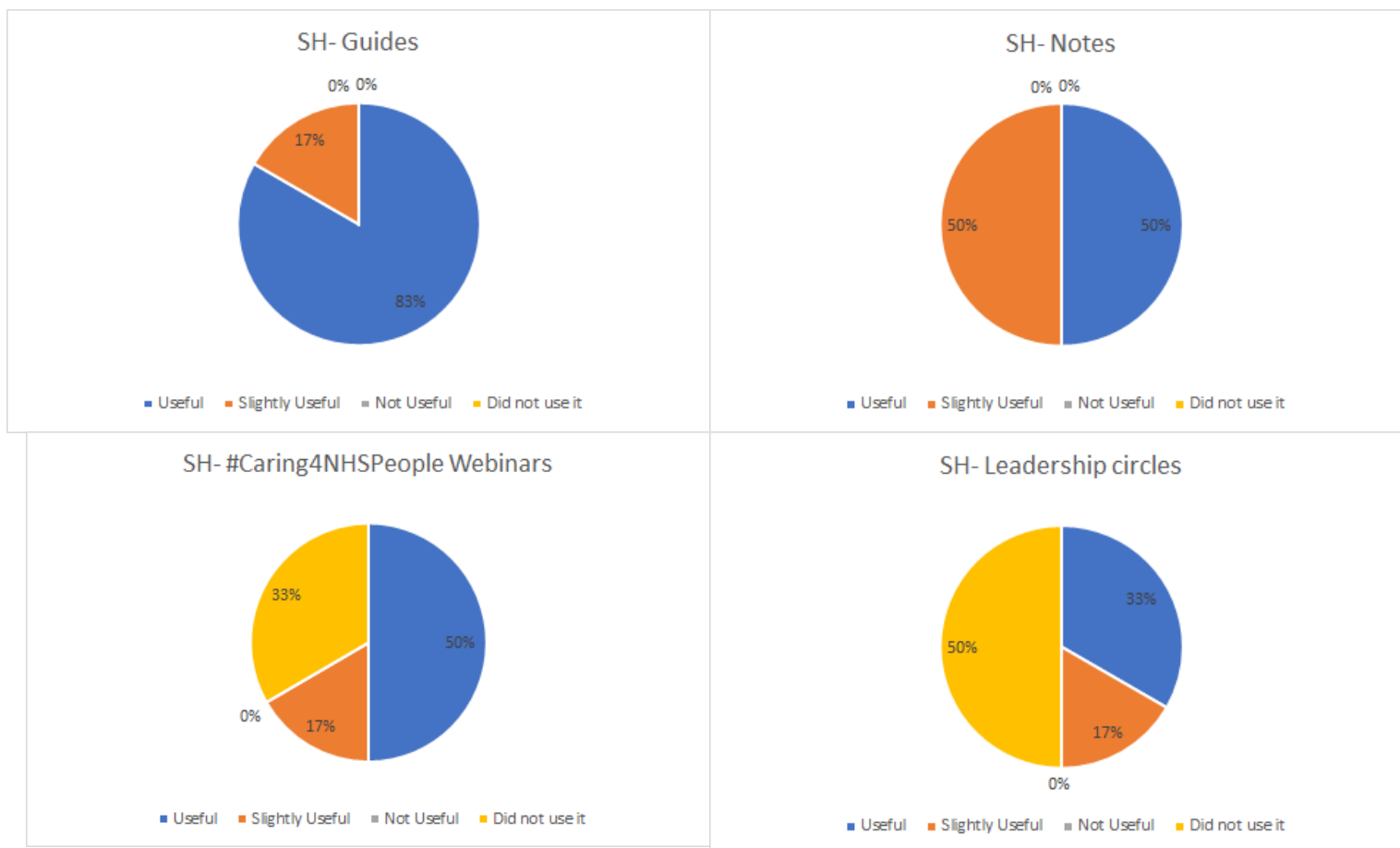


National HWB Offers: Feedback Sussex (3)



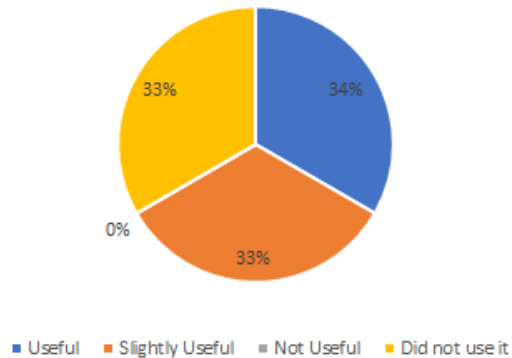
Surrey Heartlands (SH)

National HWB Offers: Feedback SH (1)

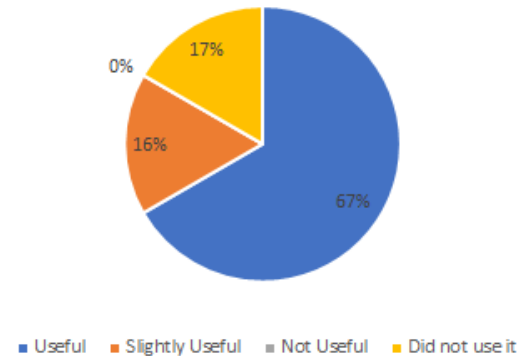


National HWB Offers: Feedback SH (2)

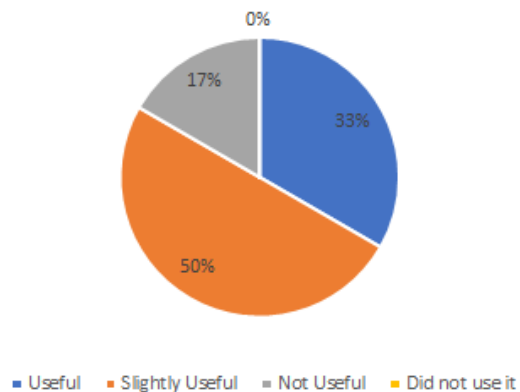
SH- Support for leaders



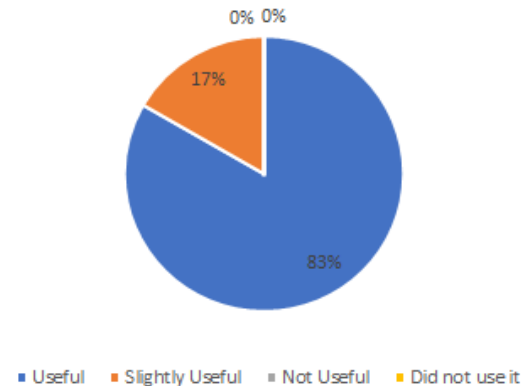
SH- Support helplines



SH- Staff common rooms



SH- Wellbeing apps



National HWB Offers: Feedback SH (3)

