



We are  
**safe** and  
**healthy**

# Growing Occupational Health and Wellbeing Together

Strategy and programme overview 2022 - 2023

Updated: November 2022

# **Growing OHWB Together**

**Strategy vision, drivers and areas of collaborative action**

# Introducing Growing Occupational Health and Wellbeing Together

*“ We are empowering our OHWB people, to improve the wellbeing of our healthcare people, to enable them to pass this wellbeing and care onto our patients ”*

- **Growing OHWB Together strategy** articulates our long term journey to grow OHWB people, services, practice and impact in our NHS. It builds on the great work already taking place in OHWB and articulates our united roadmap for the future.
- **Growing OHWB is a collaborative strategy** and has been co-designed so that anyone can identify how they can grow OHWB in their context. No one person or organisation can achieve this alone. We are all in this together to fully realise our shared vision.
- **It emphasises the need to integrate OHWB services** so that our healthcare people, as service users, experience OHWB as one integrated service that supports them to be healthy and well in the workplace, and pass that wellness onto our patient populations.
- **It brings together OHWB as a multi-professional family** and emphasises the need to grow our entire multi-professional OHWB workforce, to help them look after our employees in and integrated way and as a multi-disciplinary team.
- **It will require local interpretation, action, and investment** and will guide local organisation and system leaders in how to invest in OHWB flexibly and based on local need.
- **It is our call to action** for our OHWB community, organisational leaders, ICS leaders, and national partners, and we urge you to use the strategy as a lever to grow your OHWB people and OHWB services to meet the needs of your local workforce.

# Growing OHWB: Vision, drivers and collaborative action areas



We are  
**safe** and  
**healthy**

*“Improving the health and wellbeing of our NHS people by growing our Occupational Health and Wellbeing services and people to be trusted, strategic and integrated partners”*

Growing the  
**strategic identity**  
of OHWB

Growing our  
OHWB **services**  
**across systems**

Growing our  
OHWB **people**

Growing OHWB  
**impact** and  
evidence-based  
**practice**

# Our drivers and areas of collaborative action



1.	Growing the strategic identity of OHWB
1.1	Integrated OHWB
1.2	Strategic voice of OHWB
1.3	A trusted brand
1.4	Collaborative action and investment in OHWB

2.	Growing our OHWB services across systems
2.1	Inclusive, needs-driven, and resourced OHWB
2.2	Integrated service user pathway
2.3	Common service development framework
2.4	Service innovation
2.5	Quality improvement
2.6	Maximising technology and digital
2.7	System collaboration and economies of scale
2.8	Improving access for PC and smaller health organisations

3.	Growing our OHWB people
3.1	Multi-disciplinary workforce planning
3.2	Attractive career pathways
3.3	Credible and accessible education and training
3.4	Empowered OHWB leaders
3.5	Empowered OHWB workforce
3.6	Developing all NHS managers

4.	Growing OHWB impact and evidence-based practice
4.1	Using data to demonstrate impact
4.2	Driving practice
4.3	Driving the market
4.4	Demonstrating the value of OHWB
4.5	Demonstrating the impact of this strategy

# Our drivers and areas of collaborative action

<b>1.</b>	<b>Growing the strategic identity of OHWB</b>
<b>1.1</b>	<b>Integrated OHWB:</b> OHWB is experienced by service users as one integrated service and multi-professional family who are working toward the shared goal of improving the health and wellbeing of our NHS people.
<b>1.2</b>	<b>Strategic voice of OHWB:</b> OHWB has a strong voice in all organisation and system-wide decisions that impact the health and wellbeing of our healthcare workforce. This is supported by a comprehensive OHWB strategy.
<b>1.3</b>	<b>A trusted and proactive brand:</b> NHS employees and managers are the service users of OHWB, and experience OHWB positively as a trusted service that helps them to proactively prevent ill health and improve their personal health and wellbeing, and the health and wellbeing of their teams.
<b>1.4</b>	<b>Collaborative action and visible investment in OHWB:</b> All stakeholders at national, system and organisational level are united around the Growing OHWB Together strategy. They are working collaboratively to realise the vision, improvement drivers, and demonstrate the positive impact of OHWB in the NHS.

<b>2.</b>	<b>Growing our OHWB services across systems</b>
<b>2.1</b>	<b>Inclusive, needs-driven, and well-resourced OHWB:</b> All healthcare organisations can articulate their OHWB requirements strategically and operationally, inclusive of their entire workforce health and wellbeing needs. OHWB services and solutions are well-resourced and fully supported by senior/board-level leaders. This is consolidated within each organisation's OHWB strategy.
<b>2.2</b>	<b>Integrated service user pathways:</b> All OHWB services are working in an integrated way to improve the health and wellbeing of our NHS people. Services and interventions are inclusive of the entire OHWB clinical and employee support pathway, that holistically encompasses surveillance, proactive, preventative, diagnostic and treatment services, and interventions.
<b>2.3</b>	<b>Common service development framework:</b> There is an established maturity framework that describes core delivery, through to transformative and exemplary levels of OHWB service. This is actively used to drive up standards for both internally delivered, externally procured, and hybrid models of service delivery.
<b>2.4</b>	<b>Service innovation:</b> OHWB professionals are actively engaged in work that supports service innovation. They are empowered to lead innovative initiatives and are supported to work collaboratively together to realise these opportunities to advance practice.
<b>2.5</b>	<b>Quality improvement:</b> All OHWB services demonstrate a commitment to continual quality improvement by maximising the use of accredited quality management standards and service development tools.
<b>2.6</b>	<b>Maximising technology and digital:</b> The benefits of integrated and innovative OHWB digital technology are maximised. This is reducing demand on OHWB services, increasing OHWB service capacity, and widening access to OHWB services for all our NHS people.
<b>2.7</b>	<b>Integrated Care System collaboration:</b> Integrated Care Systems (ICSs) have OHWB as a core part of their people strategy. They are collaborating around OHWB service delivery to maximise their combined OHWB expertise and resources, economies of scale, standardisation of services, increased equity of access, and improved quality of OHWB across all their healthcare organisations - inclusive of all healthcare providers, commissioners, and primary care.
<b>2.8</b>	<b>Improving access to OHWB for smaller healthcare organisations and Primary Care:</b> There is improved and equitable access to the benefits of OHWB services and interventions in smaller healthcare organisations, including Primary Care.

<b>3.</b>	<b>Growing our OHWB people</b>
<b>3.1</b>	<b>Multi-disciplinary OHWB workforce planning:</b> A new, national OHWB workforce development plan is in place and representative of the multi-professional OHWB family of roles that collectively contribute to improving the health and wellbeing of our NHS people. This plan includes growing capacity and capability of existing professional roles (e.g. OH physicians and OH nurses), growing newer roles (e.g. wellbeing leads, OH allied health professionals, wellbeing guardians, and wellbeing champions) and innovating in new roles (e.g. chief OHWB officer, health business partner, OH apprentices). National NHS bodies and partners are working in a united way to deliver this workforce plan.
<b>3.2</b>	<b>Attractive career pathways and talent management for OHWB professionals:</b> The family of OHWB professions in the NHS is seen as a valued and attractive vocation. Career pathways in OHWB are clear, accessible, and inclusive of a variety of professional entry routes, both clinical and managerial. A talent management approach is utilised to ensure that there are sustainable talent pipelines, and we are growing our OHWB talent to maximise their potential. This is considered at organisational, Integrated Care System, and national levels.
<b>3.3</b>	<b>Credible and accessible OHWB education and training:</b> Credible professional training and education enables entry into the OHWB family of roles through a variety of flexible pathways. Higher education partners and expert OHWB bodies are working collaboratively to develop the family of OHWB professional vocational roles in the NHS.
<b>3.4</b>	<b>Empowered OHWB leaders:</b> Through professional development and peer learning, OHWB leaders are enabled to effectively lead their teams, develop their services, and enable innovation in OHWB.
<b>3.5</b>	<b>Empowered OHWB workforce:</b> The multi-professional OHWB community are enabled to collaboratively develop their skills, capabilities, and specialised practice through a combination of personal development and peer development opportunities.
<b>3.6</b>	<b>Developing all NHS managers in supporting employee health and wellbeing:</b> All NHS managers are supported to look after their own health and wellbeing and are empowered to pass this wellbeing onto their teams. They are trained in basic health and wellbeing skills, are confident to engage in good wellbeing conversations with their employees, and are actively signposting and supporting interventions that improve their employees' wellbeing.



## 4. Growing OHWB impact and evidence-based practice

- |     |   |
|-----|---|
| 4.1 | <b>Using data to demonstrate the impact of OHWB:</b> OHWB services are using common quantitative and qualitative output-focused metrics, data, and service evaluation methodologies to demonstrate their impact. This routinely forms part of organisational and ICS/system-level board discussions, where wellbeing guardians (or equivalent assurance roles) actively hold organisations to account for improving the health and wellbeing of their NHS people. |
| 4.2 | <b>Driving OHWB practice:</b> The NHS is recognised for driving best practice in OHWB. OHWB research and innovation is supported, and best practice that advances OHWB is captured, shared, scaled, and spread.   |
| 4.3 | <b>Demonstrating the value of OHWB:</b> Impact data is continually built upon to clearly demonstrate the value proposition for OHWB in keeping our NHS people well and delivering quality patient care, as part of a wider integrated people strategy.  |
| 4.4 | <b>Driving the OHWB market:</b> The united and collaborative voice of OHWB in the NHS is driving up service standards in the OHWB market. This is enabling higher quality, needs-driven, value for money, and impactful OHWB services, interventions and support (both internally delivered, and externally procured) that benefits NHS organisations and NHS people.   |
| 4.5 | <b>Demonstrating the impact of this strategy:</b> The Growing OHWB Together strategy is regularly reviewed to establish how all healthcare organisations, systems and strategic partners are supporting realisation of the vision and to oversee progress across all areas for collaborative action.  |

**Growing OHWB Together:**

**Programme and projects overview for  
2022 - 2023**

# Growing OHWB 2022-23 programme plan overview



# Growing the OHWB strategic identity

Project deliverable	Outputs	Timescales
<b>Launch</b> of the strategy	The launch of the strategy outlines our roadmap for all stakeholders to unite behind to grow OHWB services and people. The collaborative nature of the strategy means that anyone engaging with it will be able to identify how they and their organisation can take action to contribute to its success, from OHWB practitioner through to strategic national leadership bodies.	Jun 2022
<b>Ongoing dissemination</b> of the strategy and vision - comms and engagement plan	We will have a comms and engagement plan that underpins dissemination and implementation of the strategy. We will take a dynamic approach to ensuring that we flexibly maximise all routes to raise awareness, increase momentum, grow champions, and realise the benefits of Growing OHWB. This will support the shift in OHWB identity as part of our ambitions within the framework.	Ongoing
<b>Growing OHWB steering group</b> of partners working nationally collaboratively	The national Growing OHWB steering group brings together strategic national partners to collaborate and use their combined influence to grow OHWB across the NHS. We work collaboratively on things that have the most impact nationally and/or need a national level of influence/action.	Ongoing – meet bi monthly
Enabling <b>local OHWB networks</b>	Working with strategic partners and regional teams to support implementation of GOHWBT strategy, implementation of the programme of work, and ongoing collaboration and co-design activity.	Ongoing
<b>Integrating OHWB in NHS performance, oversight and assurance mechanisms</b> to raise the profile of and investment in good OHWB	We are actively exploring ways to increase the voice and presence of OHWB into strategic, operational and quality drivers in healthcare performance, oversight and assurance processes on a national scale (e.g. CQC, Education Quality Drivers, SEQOHS). This will leverage the need for NHS organisations to have good OHWB services as part of their core operating model and increase the value and visibility of OHWB as a core service that supports the HWB of NHS people, ultimately leading to good patient care.	Ongoing
<b>GOHWBT website and NHS Futures</b> - community and resources	Ensure that GOHWBT has a strong web presence, using formal websites (NHS England and our partners) to house resources, and using informal online community platforms (NHS Futures) to enable stakeholders to collaborate and access contemporary and supportive resources as a community of practice.	Launch Oct 22 Ongoing updates
People Promise 23 <b>Exemplar Sites</b> support for OHWB	We will work with the 23 People Promise Exemplar Site organisations to support them to improve their health and wellbeing culture by embedding Growing OHWB principles. This will provide learning to share with other organisations and support alignment of the People Promise and Growing OHWB activity.	March 2023

# Growing OHWB services across systems

Project deliverable	Outputs	Timescales
<b>Health and Wellbeing Framework</b> - needs analysis and strategy development to enable an organisational HWB culture	<p>We will continue empowering system and organisational OHWB leaders to use the HWB framework in their own contexts to generate the evidence and inform the creation of local wellbeing strategy, supportive of a wellbeing culture, through consultancy-style support and communities of practice.</p> <p>We will evolve our dynamic online hub of tools, case studies, and resources to support OHWB practitioners and leaders in using the HWB framework in their organisations/systems.</p>	Ongoing
<b>OHWB service development framework</b> – to enable service development activity	<p>We will build on the evidence gathered throughout the co-design of the Growing OHWB strategy to develop a maturity framework for OHWB services. This will support service improvement activity for internally delivered OHWB services to grow their identity and impact (e.g. larger provider organisations) in addition to supporting needs driven commissioning of services where internal provision is not possible (e.g. smaller commissioning and primary care organisations).</p>	Design by Jan 23, Pilot by Apr 23, Scale spread during 23-24
<b>GOHWB trailblazers and communities of practice</b>	<p>We will bring OHWB practitioners and leaders together in improvement collaborative communities of practice to support each other, test new ideas, and develop scale and spread best practice and OHWB service innovation.</p> <p>Where there is momentum for this, we will enable the design of system wide OHWB services that promote economies of scale by supporting ICS/ICB leaders in system-wide/national communities of practice.</p>	Ongoing
<b>SEQOHS quality standards</b> enhancement and increasing adoption	<p>Work with SEQOHS to enhance the current OH quality standards to ensure alignment to Growing OHWB, and also support organisations working toward SEQOHS accreditation to be ready for the assessment using a consultancy style support approach – to drive up quality of services.</p>	Oct 22 - Mar 23
<b>Team HWB culture OD</b> guides	<p>Develop, pilot and roll out a simple and accessible suite of guides, linked to the HWB Framework, to support teams in their local context work through a journey to explore and develop a culture of wellbeing.</p>	Design by Oct 22 Pilot by Dec 22 Rollout Mar 23
<b>Exploring the enhancement of primary care OHWB</b>	<p>We will support existing work within the Primary Care team to explore their OHWB needs and enhancement of services to improve access for the primary care workforce.</p>	Ongoing

# Growing OHWB people

Project deliverable	Outputs	Timescales
<b>OHWB multi-professional workforce plan</b>	As a steering group working with strategic partners (DHSC/DWP, HEE, FOM, SOM, H@W, CIPD, NHS Employers) we will explore the development of an OHWB workforce plan that outlines the collaborative ways we can collectively develop OHWB professionals as part of a future facing OHWB multidisciplinary team.	Ongoing
<b>Leadership and management development</b> for OHWB community	Through participating in a variety of leadership and management development programmes, workshops and offers, OHWB professionals will be confident and competent to lead and improve their services, 'rising to the challenge' within the longer term ambitions of the Growing OHWB Together strategy.	Ongoing
<b>Increasing the OHWB professional workforce</b>	We will offer a variety of 'fast track' professional clinical development qualifications and training to clinicians interested in progressing their career into OHWB. This will stimulate talent pipelines and increase the capacity of our OHWB clinical workforce.	March 2023
<b>Professionalising and developing the new HWB lead role</b>	We will professionalise the emerging/new role of the 'health and wellbeing lead' by undertaking research to identify role competencies. The outputs of this research will enable us to understand where this new role is situated in the multi-professional OHWB team, and to create future development opportunities to professionalise this new role.	March 2023
<b>Exploring new OHWB roles and the benefits of the Multi-Disciplinary Team</b>	We will explore new roles in OHWB and better use of a multidisciplinary team to advance OHWB as a multi-professional family of roles, aligning both the Growing OHWB and HROD Futures strategies.	April 2023
<b>Wellbeing Guardian (WBG)</b> role adoption and benefit realisation	By developing and supporting WBGs, we will enable them to have a strategic and influential voice in the wellbeing agenda at organisation, system and national level.  In reviewing and updating the WBG policy, we will ensure that it better aligns to system organisations (e.g. ICBs) and smaller organisations (e.g. Primary Care).	Ongoing
<b>Leader Wellbeing</b> programme – development for all healthcare leaders	We will scale and spread the Leader Wellbeing Programme as both a national offer aligned to the Leadership Academy core programmes, and locally as a train-the-trainer offer to ensure sustainability of the programme in local NHS organisations. This will improve the HWB of our healthcare leadership community, and better equip them to improve the HWB of their team members, and ultimately encourage a culture of HWB for our healthcare people.	Mar 2025 (3 year business case)

# Growing OHWB impact and evidence

Project deliverable	Outputs	Timescales
<b>Evaluation strategy</b> for GOHWBT	We will ensure that the entire Growing OHWB Together strategy and underpinning programme of work has a thorough evaluation strategy. This will enable us to demonstrate the impact of the strategy and achievement toward the improvement drivers and strategic vision.	Ongoing
<b>End of year report</b> - look back look forward	We will pool all of the evidence collected from the growing OHWB programme of work to inform an annual look-back / look-forward report. This will demonstrate the progress toward our strategic vision and drivers, and also inform the subsequent years programme and investment plan.	Annually in April
Identifying and sharing <b>best practice</b> in OHWB	We will have a process to identify, collect, and share evidence based practice in OHWB and will share this through a repository of good OHWB practice. This will support inspiring and driving service quality, improvement, and development and also provide data to inform the value proposition of good OHWB services.	Ongoing
Enhancing OHWB <b>digital and technology</b>	We will work with our OHWB community to explore how digital innovation and improvements to OHWB technology systems can better enable us to continually improve how we use data in the development of OHWB services that meet the needs of our healthcare people, and also demonstrate the value / impact of those services.	March 2023
Enhancing OHWB use of <b>data to drive impact</b>	We will explore how we can better use data across the OHWB community to inform service development, drive decision making, and evidence the impact and value proposition of OHWB services and return on investment.	Ongoing
<b>Research</b> projects	We will identify gaps in our understanding and support research projects that will broaden our understanding of enhancing the OHWB workforce, services and strategic identity. We will use the outputs of these research projects to drive forward our thinking and implementation of the strategy and programme of work.	Ongoing

## Further resources

[Growing OHWB Together Strategy and Community space on NHS Futures](#)

[Getting Started Pack and Launch Event Video](#)

[Leadership and professional development offers for OHWB](#)

[HWPB Framework Hub – needs analysis and strategy](#)

[Case studies](#)

Contact us: [Growing.OHWPB@nhs.net](mailto:Growing.OHWPB@nhs.net)