<table>
<thead>
<tr>
<th>Case Example Title</th>
<th>British Dietetics Association: Nutritional wellbeing at work pilot</th>
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<tr>
<td>Trust (&amp; Site) name</td>
<td>Kingston Hospital NHS Foundation Trust - Emergency Department</td>
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| Background and initial problem | **What are you trying to improve and why?**  

The British Dietetics Association (BDA) runs a ‘Work Ready’ Programme, based on the findings of their literature review of nutritional workplace wellbeing studies. This reveals that Nationally 25% of the working age population suffers from a long term condition which can be weight-related, and that up to 10% of sick leave and loss of productivity at work can be attributed to lifestyle behaviours and obesity. Moreover, the HEE Mandate for 2016/17 requires a commitment to reducing avoidable attrition from training programmes through improving the educational environment for healthcare workers.

Within the Work Ready programme, the BDA are undertaking a series of case studies across the breadth of UK employers, but have never undertaken a healthcare employer pilot. Whilst it is widely accepted that good nutrition at work supports a workforce who are healthy enough to do their jobs well, as well as feel valued, supported and engaged, the healthcare workplace and in particular the Emergency Department, has unique challenges related to complex shift patterns, pressurised break times and limited nutritional facilities. This often leads to excessive snacking on sugary foods and other poor eating behaviours, since a wholesome, healthy diet in this environment can be difficult to sustain.

HEE south London and the BDA therefore co-funded this innovative pilot and hope to disseminate the learning and recommendations to other high pressure clinical environments.

The relevance to junior doctors’ morale comes from the NHS Constitution’s 3rd Principle: ‘Respect, dignity, compassion and care should be at the core of how patients and staff are treated - not only because that is the right thing to do - but because patient safety, experience and outcomes are all improved when staff are valued, empowered and supported’.

Health Education England’s 2016 [listening exercise](#) on improving working conditions for Junior Doctors identified opportunities that fall broadly into three themes:

1. **Being supported**: for training, service provision and individual career aspirations
2. **Feeling valued**: by clinical and non-clinical staff
3. **Having autonomy**: through greater involvement in decisions relating to their working and personal lives.

Health Education England collected this case example and believes it
addresses themes 1 and 2.

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<tr>
<th>Specific aims and objectives</th>
<th>What are you going to measure?</th>
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<td>Overall aim: ‘To support the Emergency Department (ED) staff to start considering and looking after their own health and wellbeing, including their nutritional wellbeing, in addition to their responsibilities to the patients’</td>
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<td>- Objective 1 - To improve ED Staff Room equipment and environment</td>
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<td>- Objective 2 - To raise awareness and support a culture of healthier eating amongst staff</td>
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<td>- Objective 3 - To further improve and implement consistent nutritional colour coded guidance and labelling at point of sale/on menu boards to support healthy choice</td>
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<td>- Objective 4 - To ensure healthy, hot food options are available to staff at all times</td>
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<td>- Objective 5 - To improve awareness of healthier food, snacks and menu options for sale on the hospital site</td>
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<td>- Objective 6 - To improve awareness of staff weight management options and wider wellbeing services</td>
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<th>Process</th>
<th>What did you do? How did you do it? How were junior doctors involved? How did you measure it?</th>
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<td>A nutritional needs assessment was undertaken on 7th March, 2017. It included meeting with representatives from the ED management team, Occupational Health and Wellbeing, ISS Catering and Facilities, Dietetics and a number of ED staff, including those from clinical, administration and receptionist roles.</td>
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<td>In addition to the discussions held, a ‘walk round’ to view the facilities was taken. This included observing the ED staffroom and pantry areas, the restaurant and both cafes, as well as a number of vending machines, including the large ‘Fresh Point’ vending machine at the back of the restaurant.</td>
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<th>Challenges</th>
<th>What challenges did you encounter and how did you overcome these? E.g. Financial/HR/junior doctors/management/other stakeholders</th>
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<td>One initial obstacle was finding time amongst the immense workload of the ED managerial staff to complete the necessary preparatory work and to fix dates for the onsite needs assessments. This was overcome through an understanding of the wider and longer-term benefits of staff wellbeing and morale that could be gained by engaging with the preparatory work and needs assessment.</td>
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<td>The cultural support for improving the nutritional wellbeing of the ED staff was further supported by Kingston’s commitment to the NHS</td>
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CQUIN: ‘NHS staff health and wellbeing’, including:

- Indicator 1a ‘Introducing Health and Wellbeing Schemes’ and 1c ‘Improving uptake on flu vaccinations’ are covered by the Occupational Health and Wellbeing Team.
- Indicator 1b ‘Healthy Food for NHS staff, visitors and patients’ is the joint responsibility of the Catering and Facilities Manager and the Deputy Director of Nursing for Patient Experiences and Specialist Services.

And indicator 1b’s four following outcomes:
- The banning of price promotions on sugary drinks and foods high in fat, sugar and salt
- The banning of advertisements of sugary drinks and foods high in fat, sugar and salt on NHS premises
- The banning of sugary drinks and foods high in fat, sugar and salt from checkouts
- Ensuring that healthy options are available at any point including for those staff working night shifts

Further key barriers to implementing the recommendations below included the working patterns and long shifts for the majority of ED staff, which aside from its inherent challenges to healthy eating, also precluded staff from attending nutritional education workshops offered by the BDA. Additionally, there was a concern about communication channels for those staff who do not regularly access email or the intranet at work.

Overcoming these challenges required effective partnership between the ED and the wider hospital structures which support workplace wellbeing. These included existing strong collaboration between the ED, Occupational Health and Wellbeing and Human Resources. The timely nature of the BDA recommendations given the hospital and National focus on NHS staff wellbeing also facilitated this relationship. The report also sits alongside recent results in the Trust Staff Survey and will help tie together themes.

Finally, recommendations which require financial outlay always pose a barrier to innovation in a stretched health service. However, we hope that the results of the follow-up interviews with staff reveal the significant benefits to patients and the service of a healthy workforce, which may include reduction in sickness absence, improved staff retention and other financial proxies.

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<th>Outcome, impact and learning</th>
<th>What has the result been – on an individual level for junior doctors and other staff? / on an organisational level?</th>
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<td>First, the needs assessment importantly brought the existing health and wellbeing opportunities available to staff to attention. For example, comprehensive subsidised weight management, health check and fitness classes are available via the Occupational Health department, but</td>
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ED staff were not aware of this.

Following the needs assessment, the Trust’s existing good practice relating to staff nutrition was shared, including improved access to healthy food across the site during daytime hours, facilities for making drinks and access to water, and clear communication channels for dissemination of information related to health and wellbeing opportunities (email, intranet and ED staff newsletters).

Next, a series of recommendations addressing each objective were provided to the ED and wider workplace wellbeing team:

Objective 1 - To improve ED Staff Room equipment and environment
- Replace broken domestic microwaves with at least 2 catering grade microwaves. **Completed**
- Replace fridges with large upright catering grade fridge
- Consult with staff regarding environment and furniture improvements, including consideration to fund a dishwasher (likely to require a financial commitment). **In progress**

Objective 2 - To raise awareness and support a culture of healthier eating amongst staff
- Dietitian to support provision of information to staff on healthy snacks, sugar and fat swaps, quick healthy meals - disseminate as posters, short information leaflets or in the ED newsletter.
- Trial a bi-weekly staff fruit bowl (once on a nightshift and once on a dayshift, for maximum of 3 months) to be located in the pantry.
- Dietitian to develop an information leaflet encouraging others to bring in fruit and vegetables for sharing (in addition to cakes and biscuits) to be available alongside the fruit bowl. **Liaison with the Trust Head of Health and Wellbeing is underway to provide some health and wellbeing support, including nutrition, in situ in the Emergency Department.**
- Dietitian to devise a healthier snack ‘challenge’ for ED staff
- Dietitian to conduct a post intervention questionnaire to identify changes in attitudes or behaviour in relation to healthy eating/snacking at work.

Objective 3 - To further improve and implement consistent nutritional colour-coded guidance and labelling at point of sale/ on menu boards to support healthy choice
- Dietitian and appointed lead for each of the cafes and restaurant to review the number of recipes/dishes provided and to examine the legal requirements and standards for labelling these with a colour-coded system.
- Agree on a standardised format for displaying the colour-coded nutritional information
- Agree on a ‘healthier choice’ logo and standardised format for
Dietitian to support appointed staff member(s) in calculating nutritional information and applying colour-coding to menu items, and identifying healthier choice items. This would include training to enable future calculation.

Dietitian to identify or develop an information resource which could be disseminated to staff and visitors (leaflets and posters) to explain the labelling and how to choose a healthier meal/snack.

Objective 4 - To ensure healthy, hot food options are available to staff at all times

- Explore business opportunities with ISS facilities and catering manager for provision of a hot, healthy meal service after 8pm
- Explore opportunities with local food businesses for discount on healthier takeaways/deliveries for Kingston NHS nightshift staff.
- Explore possibility of providing healthier hot meal options in the Fresh Point 24hr vending machine

Objective 5 - To improve awareness of healthier food, snacks and menu options for sale on the hospital site

- Identify channels for raising awareness and communicating availability of menus, healthier options, nutritional information, and 24hr food options to staff. E.g. email, intranet, leaflets and posters in staff rooms
- Devise a communication plan to ensure information is disseminated on a rolling programme throughout the year.

Objective 6 - To improve awareness of staff weight management options and wider wellbeing services

- Identify channels for raising awareness and communicating availability of weight management support for staff (provided by Kingston Dietetics Dept and Kingston Council Public Health) and other wellbeing support services/offers from Occupational Health.
- Devise a communication plan to ensure information is disseminated on a rolling programme throughout the year (dependent on capacity of supporting services)
- Dietitian to identify or develop information resources which could be disseminated to ED staff to raise awareness of excess weight and benefits of weight loss.

In addition to the measures above, there are wider benefits to supporting staff with nutritional wellbeing, most importantly by acting as healthy living role-models for both colleagues and patients.

**Next-steps & sustainability**

**What are the next steps (if any)? How measures are in place to ensure that these changes are sustainable?**

A new Head of Health & Wellbeing has been appointed at the Trust in
recognition of their commitment to championing the health of their workforce. The sustainability of this initiative relies on the engagement of local staff. A key motivator will be the value reported by the ED staff, at whom the intervention is targeted, and this will be assessed both by the repeat visit by the Work Ready dietician, and in the longer-term by local staff.

The site-wide staff health and wellbeing strategy is of vital importance in detailing the roles and responsibilities necessary to sustain the objectives, and should draw upon the additional partnerships identified in the needs assessment as potentially valuable:

- Food and Nutrition Steering Group
- Health and Wellbeing Steering Group (not yet established)
- Internal Communications Team
- ISS catering and Facilities Management and team
- Kingston Hospital Nutrition and Dietetics Department
- Kingston Public Health Team

### Further information

**Who can be contacted for further information?**

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