

Workforce Wellbeing Framework

2025 to 2029

*What makes a good day at work?
#GoodDayAtWork*

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Why Wellbeing Matters

NHS Forth Valley is committed to supporting the wellbeing of our workforce. This Framework is designed to translate strategy into practical, meaningful action, and brings together diverse wellbeing-related activities. It ensures a comprehensive and coordinated approach to enabling and supporting the wellbeing and mental health of our workforce, helping people to flourish.

The World Health Organisation describes mental health as ***“a state of well-being where an individual realizes their own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to contribute to their community”***.

Given the wide range of factors that influence workplace wellbeing—and the many contributors to stress and mental ill-health—this framework is not intended to be exhaustive or overly prescriptive. Many initiatives that support wellbeing, such as fostering effective leadership, may occur without being explicitly labelled as wellbeing-focused.

Our Commitment

Our staff are our greatest assets, every day individuals and teams across our system go above and beyond to care for local people and deliver a wide range of safe, high-quality services and support.

Your ongoing dedication, expertise and commitment are key to meeting the current and future healthcare needs of our population and central to the delivery of our 10-year Population Health and Care Strategy (2025 – 2035). Our Vision is to improve the health and wellbeing of everyone living in Forth Valley by working with our partners to prevent people from becoming unwell, reduce health inequalities and make the best use of the resources available to achieve better outcomes.

We are committed to embedding the NHS Scotland values (Care and Compassion, Dignity and Respect, Openness, Honesty and Responsibility, Quality and Teamwork) in everything we do – from recruitment and training to the way we treat local patients and each other. By demonstrating these values in our day-to-day work, plans and priorities, we can ensure the best possible care for patients as well as improve staff health and wellbeing.

This forms part of the wider work of our Culture Change and Compassionate Leadership programme to attract and retain staff by ensuring they feel safe, well and heard, have access to learning and development opportunities and feel valued and appreciated.

By working together we can create a workplace that everyone is proud to be part of, where local staff can thrive and make a positive difference to communities across the Forth Valley area.

-  **Care and Compassion**
-  **Quality and Teamwork**
-  **Openness, Honesty & Responsibility**
-  **Dignity and Respect**



Kevin Reith and Robert Clark
Director of People and Employee Director

What Makes A Good Day At Work?

A good day at work for me is when I feel like I've accomplished something and done a good job, but also had a good laugh and some fun banter with my colleagues. It's when things flow nicely, ticking things off my list, helping out where I can, and everyone's in good spirits. Sharing a few jokes, have a nice lunch break, and the day just feels positive and productive without being too stressful.

Erin, Recruitment Coordinator

What Makes A Good Day At Work?

Flexibility to be able to work in a way that complements my own diversity plus friendly and helpful colleagues who support me to be my authentic self (which bring outs the best in me)

Ryden, Project Manager

What Makes A Good Day At Work?

A good day at work for my wellbeing is achieving tangible successes while collaborating with colleagues and the wider community, building meaningful connections with people who share our values.

Donna, Consultant Midwife

What Makes A Good Day At Work?

Where I feel a sense of achievement in my work, feel safe, seen as a person not a number and knowing that my professional opinions have been heard and acknowledged.

Hazel, Clinical Governance Lead

Our Achievements to Date

We are building on strong foundations based on the progress of our first Workforce Wellbeing Plan (2022 to 2025) as we continue to support the health and wellbeing of our workforce. Some key milestones to celebrate from our initial Plan include:

The introduction of a specific wellbeing plan

Projects to support basic needs such as Hydration Stations

Improved access to Psychological support for staff, including peer support

The creation of the Equality, Inclusion and Wellbeing Service

Local wellbeing initiatives supported through wellbeing funds

Creation of successful Staff Support and Wellbeing Group (SSWPG)

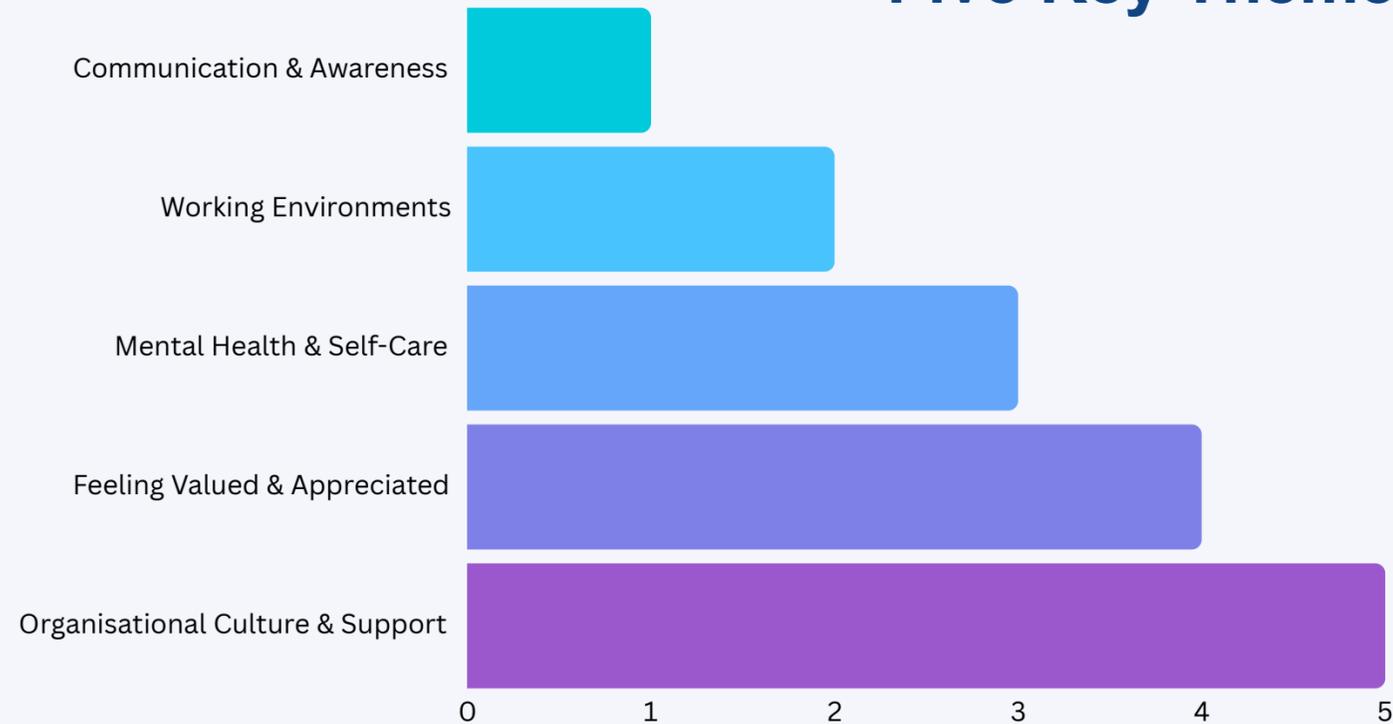
Our Engagement Approach

Inclusive engagement was at the heart of our development plans for this Framework. Our four-month period of engagement ensured a committed and wide-reaching approach which saw various opportunities for colleagues to get involved, including:



What You Told Us

Five Key Themes



You said you want support with...

- Managing Stress
- Pensions and Payslips
- Spaces for Connection
- Sleep and Movement

We asked how satisfied are you with your life nowadays?



Average rating 7.0 out of 10

We asked how important does health & wellbeing feel in your team/area/service?



Average rating 6.4 out of 10

What matters most to you around supporting your health and wellbeing at an individual level...

- Feeling valued and appreciated
- Setting boundaries and having work-life balance
- Self-awareness and personal reflection
- Building effective relationships
- Looking after and being kind to yourself
- Looking after and trusting each other
- Permission to practice self-care without guilt

What matters most to you around supporting your health and wellbeing at an organisational level...

- Keeping people well at work - wellbeing is important and part of our everyday culture
- Effective leadership and role modelling
- Open, transparent communication
- Safe working environments
- Appreciation and celebration - knowing we make a difference

Feedback into Action

You told us clearly what matters most when it comes to your health and wellbeing at work. You spoke about the importance of feeling mentally and physically well, feeling safe and valued, having balance and time to care for yourself, and being trusted to work flexibly and autonomously. Our Workforce Wellbeing Framework has been shaped directly by this feedback, and these are some of the initial actions we are taking in response.

You Said

You want better communication and clearer awareness of the support available. You told us that support exists, but it is not always visible, easy to understand, or easy to access when you need it.

We Will

- Improve how we communicate wellbeing support and promote resources so it is clearer, more consistent, and easier to find.
- Develop toolkits to support managers and teams to talk openly about wellbeing support so that help feels normal, accessible, and encouraged.

You Said

You want to feel mentally and physically well, with lower levels of stress and reduced risk of burnout. You told us that stress is a significant factor affecting your wellbeing and that it needs to be addressed proactively, not reactively.

We Will

- Strengthen the use of stress risk assessments as a practical tool to identify and address workplace stressors early
- Use learning from stress risk assessments to inform improvements at both team and organisational level.

You Said

Feeling safe, respected, and valued in your team really matters. You told us that psychological safety is essential for wellbeing, engagement, and performance.

We Will

- Promote psychologically safe environments where people feel able to speak up, ask for help, and raise concerns without fear, including further progressing our Staff Networks.
- Support inclusive, compassionate leadership behaviours at all levels through our new Leadership & Management Framework.

You Said

You need time and permission to look after yourself. You told us that self-care is valued in principle, but not always enabled in everyday practice.

We Will

- Encourage healthy working practices, including breaks, rest, and boundaries, supported by clear expectations from leaders.
- Embed self-care within everyday ways of working, creating bitesize and accessible resources that you said would be helpful.

Visualising Wellbeing

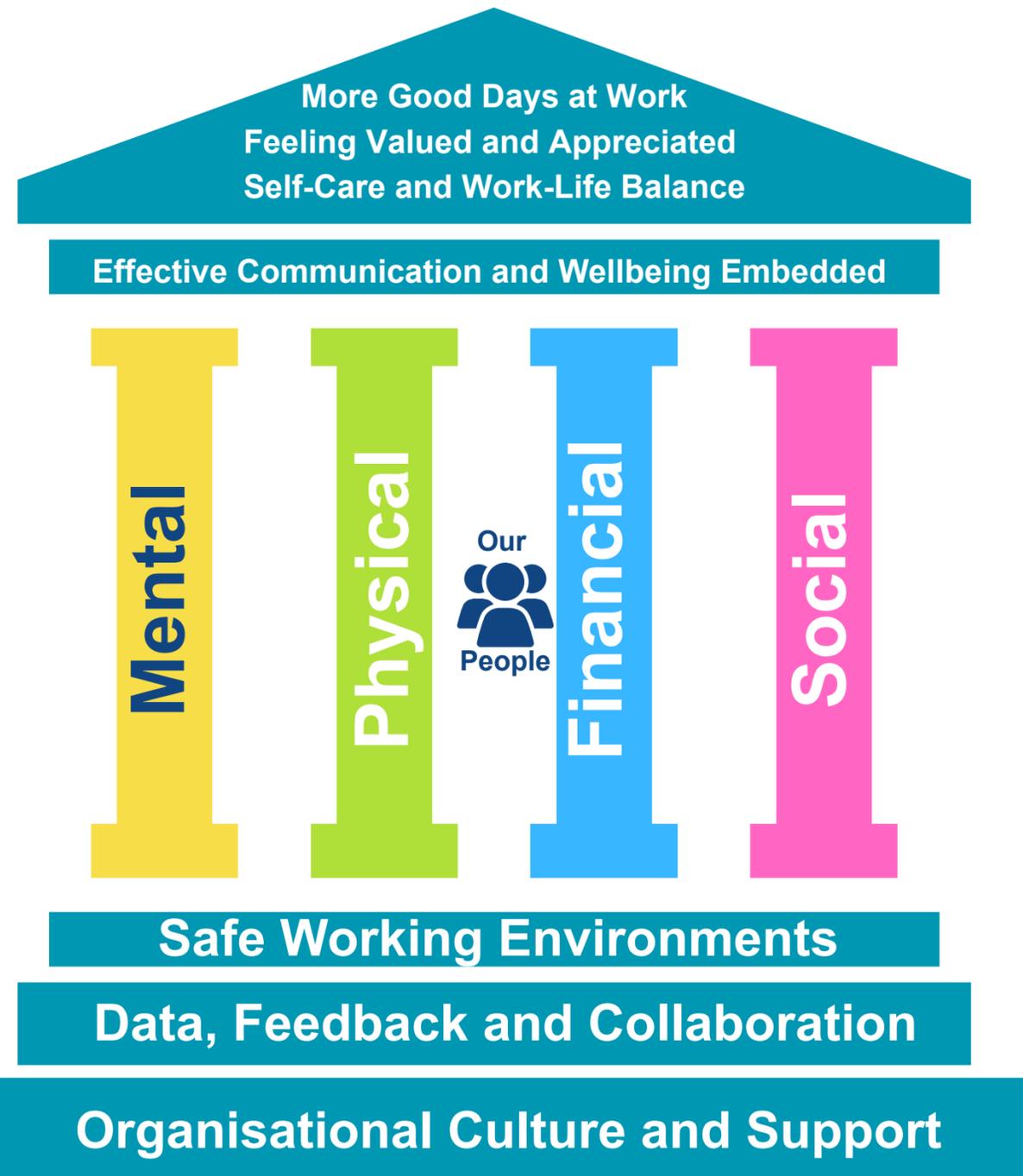
These are the top words colleagues used in relation to describing what wellbeing means to them during engagement.



Colleagues were also invited to share visual ideas, symbols and creative expressions that represent what wellbeing at work means to them. The above was created by our very own NHS Forth Valley colleague Bartholomew as part of this process and was selected as our new wellbeing icon. Its layers reflect the many dimensions of wellbeing.

The letter “W” symbolises wellbeing and the flower shape reflects grounding, nature and gentle growth. The blue–green palette suggests calm and work–life balance with the hands representing support, holding and connection with others and with personal values. The abstract layered form conveys that wellbeing is individual and evolving and the yellow sun represents energy, vitality and feeling recharged. The icon will appear in future wellbeing materials across NHS Forth Valley.

Our Four Pillars Approach



Our wellbeing hopes and aspirations are what matter to us and what we will work towards.



Our four pillars of wellbeing are our vehicles for positive action, interventions and support that help us build upon our foundations to achieve our wellbeing aspirations.



Our foundations are our key drivers and enablers for what is required to create the conditions for our wellbeing aspirations.

This visual illustrates our approach to workforce wellbeing, grounded in our engagement insights, with our people placed firmly at the centre of everything we do

What we will achieve...



- A culture of Psychological Safety where staff feel it's OK to say they are not OK.
- NHS Forth Valley Leadership and Management Framework with a strong emphasis on Health and Wellbeing that supports the learning pathways leaders at all levels.
- Appropriate stress management including effective risk assessments and support.
- Deliver a data-informed annual calendar of events, created in collaboration with Staff Networks, Wellbeing Champions, Peer Supporters and Spiritual Care Team.
- Offer awareness sessions to increase understanding of mental wellbeing and empower staff to take proactive responsibility for their own health and wellbeing and practise self-care.
- Clear, visible pathways for staff to access mental health support.

How we will achieve it...



- Link to progress of Culture Change and Compassionate Leadership Programme workstreams to further develop ways in which we can create a working culture which feels safe, open, honest and supportive, working closely with colleagues to understand what great looks like and how it can be achieved.
- Provide training, development and education for managers aligned to their Personal Development Plans (PDPs)
- Encourage all areas to have a Team iMatter Action Plan every year that supports growth and development
- Provide the framework for all directorates to ensure they have completed Stress Risk Assessments
- Promote Safe Staffing and target all substantive vacancies with a view to ensuring recruitment processes are accessible and encourage diversity.
- Expand our network of Wellbeing Champions and Peer Supporters and continue to progress and grow each of our Staff Networks
- Review, update and promote Health and Wellbeing Toolkit for Managers
- Review current pathways and develop clear information collaboratively and based on feedback, so staff know how, where and when to access support with effective signposting.

What we will achieve...



- A healthy and active workforce working within safe environments
- A better understanding of what matters in relation to physical wellbeing and access to basic needs at work
- Increased use of Greenspace and access to resources within our sites
- Consistent improvement in the uptake of the Immunisations programme
- Improved uptake of schemes that support our physical health, e.g. Cycle to Work/Bike Scheme, Step challenges.
- Provide clear, visible pathways for staff to access physical health and wellbeing support.

How we will achieve it...



- Utilise workforce, health and safety and staff experience data to highlight any issues regarding access to basic needs in the workplace. This will include sickness absence data and referral numbers/data from staff Keepwell, Podiatry and Physiotherapy appointments.
- Promote health promotion and preventative health campaigns and resources aligned with our Population Health and Care Strategy e.g. smoking cessation, heart healthy and immunisations.
- Promote and raise awareness of functional exercise health promotion programmes at sites and encourage uptake in walking challenges and use of resources such as walking pads where available.
- Encourage and empower colleagues to make use of our green spaces and resources available to help support their physical health and wellbeing, in addition to their mental health and wellbeing. Promote the importance of and simple ways to increase movement and screen breaks during the working day.
- Review current pathways and develop clear information collaboratively and based on feedback, so staff know how, where and when to access support with effective signposting.
- Encourage and empower individual agency and invitation to take ownership and improve our own physical wellbeing, making the most of opportunities available to us as NHS Forth Valley staff members.

What we will achieve...



- Access to the knowledge and tools for individuals to improve their financial understanding and confidence in managing their money.
- Support better financial wellbeing by encouraging proactive planning, including informed decisions about future retirement.
- Increased understanding and awareness around pension and payslips.
- Increased uptake of staff benefits and discounts.
- Provision of clear, visible pathways for staff to access financial support.

How we will achieve it...



- Impactful promotion of resources and benefits e.g. Perkbox (formerly Vivup), My Money Matters
- Continued collaboration with NHS Credit Union, Money Helper, Home Energy Scotland and other key partners.
- Explore ways to support better understanding of pensions and payslips.
- Continue to work with external stakeholders and organisations to further improve our staff benefits and discounts offers.
- Review pathways and collaboratively improve ways so staff know how, where and when to access support with effective signposting.

What we will achieve...



- Strong social connections which foster collaboration, trust and respect amongst colleagues and a workforce invested in our local communities
- An engaged workforce contributing to a culture of kindness, shared purpose and belonging, actively living our values
- Improved staff experience of working relationships, with more good days at work, improved work/life balance leading to a reduction in sickness absence and fewer incidences of bullying and harassment.
- Better awareness, consistent application and appreciation of our terms and conditions leading to increased security, flexibility and family friendly policies.
- Ensuring we are an inclusive employer with effective staff networks that help to support diverse recruitment and social integration, celebrating diversity together.
- Provide clear, visible pathways for staff to access social health and wellbeing support

How we will achieve it...



- Creating greater opportunities for people in NHS Forth Valley area to access employment in flexible ways
- Provide learning and development opportunities for leaders at all levels that embed inclusion, diversity and wellbeing principles
- Encourage colleagues involvement in local community initiatives and internal staff networks where staff can become involved in supporting and helping others e.g. volunteering, special interests. Provide examples of good social enterprise and associated community benefits.
- A growing body of evidence shows a greater focus on staff wellbeing leads to improved quality of care for our patients and service users.
- Simplifying the way that colleagues access information and the right support will improve their wellbeing experience. Listening to our colleagues feedback on what support is effective will enable effective signposting.

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What Makes A Good Day At Work?

Achievement in delivering a good service

Michelle, Clinical Support Worker

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What Makes A Good Day At Work?

Happy energised workforce with available resources to aid my role as well as my wellbeing, including access to food, hydration, activities.

Allan, Prisons Primary Care Team Lead

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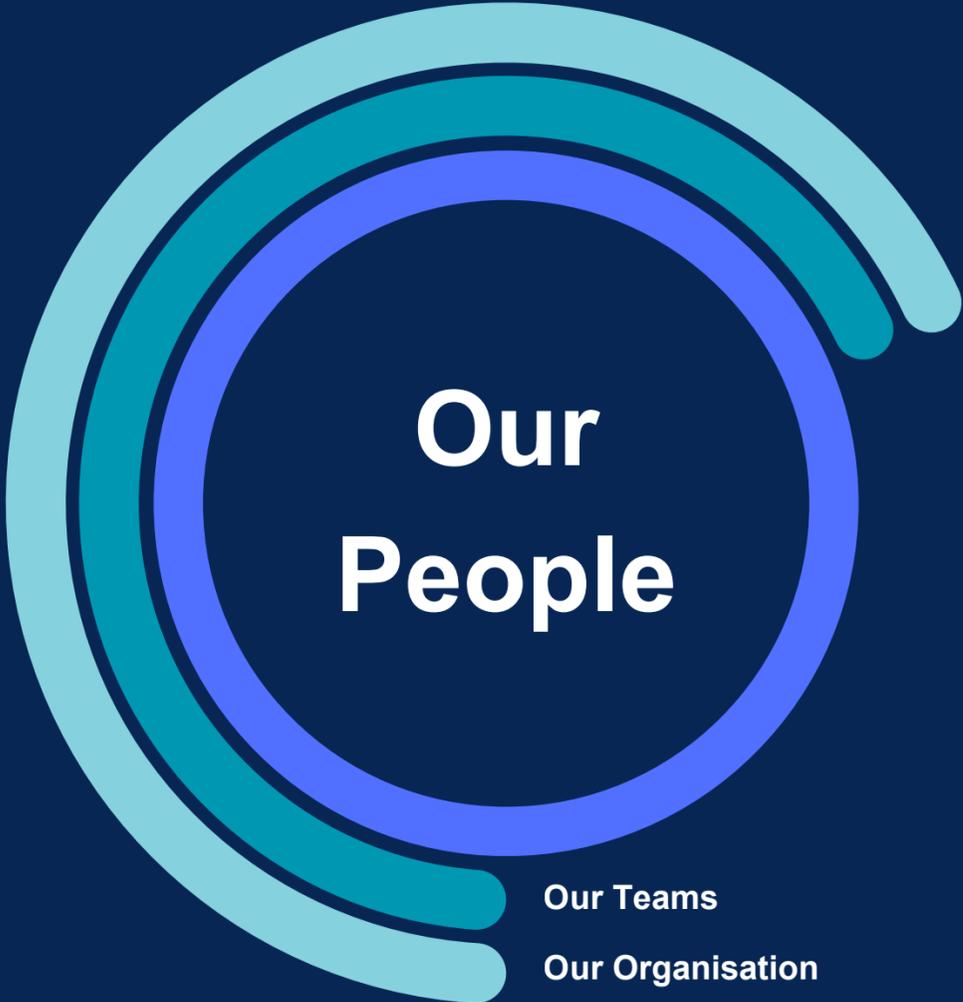
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What Makes A Good Day At Work?

A time to complete tasks, well staffed wards, job satisfaction and positive feedback.

Jennifer, Clinical Psychologist

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Our People

Our Teams

Our Organisation

- Taking individual accountability for own wellbeing and feeling mentally and physically well
- Leading by example and living our values
- Looking after and being kind to self and allowing self to prioritise wellbeing needs
- Permission to practise self-care without guilt
- Setting boundaries and having work-life balance
- Taking pride in our work and knowing we make a difference
- Being curious, self aware, reflective and open to feedback
- Welcoming and supporting each other
- Challenging behaviours that do not align with our values, treating each other with respect
- Aiming to continuously improve
- Embrace change and the opportunities it brings
- Doing what we say we will and having a sense of achievement
- Ask for support when needed
- Feeling a sense of having a good day at work



- Visible support from leaders, being authentic, accessible and role modelling
- Living the values and having a shared understanding as a team of these in practice
- A sense of belonging and connectedness as part of an inclusive team, utilising spaces
- Looking after and trusting each other and feeling a sense of autonomy and control over our work
- Building effective relationships and supporting each other to feel valued, safe, well and heard
- Embedding wellbeing in team culture
- Appreciating and valuing each other's contributions
- Celebrating successes and achievements
- Learning when things don't work, continuously improving
- Utilising the Team iMatter Action Plan every year to support growth and development as a team
- Using data to make informed decisions



- Visible support from leaders, being authentic and accessible, open and transparent communication
- Keeping people well at work – wellbeing is important and part of our culture
- Leadership Training opportunities for managers to support their staff's wellbeing needs
- Role model the values and positive behaviours – compassion and respect
- Embedding wellbeing in leadership Key Performance Indicators (KPIs)
- Consistency and fairness in approach and application of policy
- Balanced workloads and safe working environments
- Developing an open and no blame culture where staff feel safe, well and heard
- Using data to make informed decisions to support the wellbeing framework
- Appreciating and celebrating successes, valuing staff contribution and recognising impact

What Makes A Good Day At Work?



One that feels collaborative and productive. Being given the full picture when asked to input into a situation and being informed of the outcome. Not being asked the same request by more than one person at the same time, if we were more transparent duplicate information could be stopped and time saved.

Pamela, Ward Manager



What Makes A Good Day At Work?



A good day feels purposeful and connected. It's when I've had meaningful conversations, helped someone feel heard, and contributed to a team that values kindness as much as clinical excellence. There's laughter, mutual respect, and a sense that we're all in this together.

Dimitra, Clinical Pharmacist



Our Key Metrics

It can be challenging to demonstrate a positive change to staff wellbeing as often our actions won't always have a direct correlation to our data. We plan to illustrate the impact of our Framework by looking at the following to show an overall snapshot of workforce wellbeing.

Over the next four years, we would anticipate a positive shift in each of these key metrics as a result of everybody's contribution to our Framework. This list is not exhaustive and will help us to show impact and evidence change.

Our Reach

- Number of colleagues accessing wellbeing initiatives and support through digital access and download
- Number of emails, referrals and awareness sessions
- Number of Wellbeing Champions in Directorates
- Number of Peer Supporters
- Number of wellbeing-related Excellence Reports

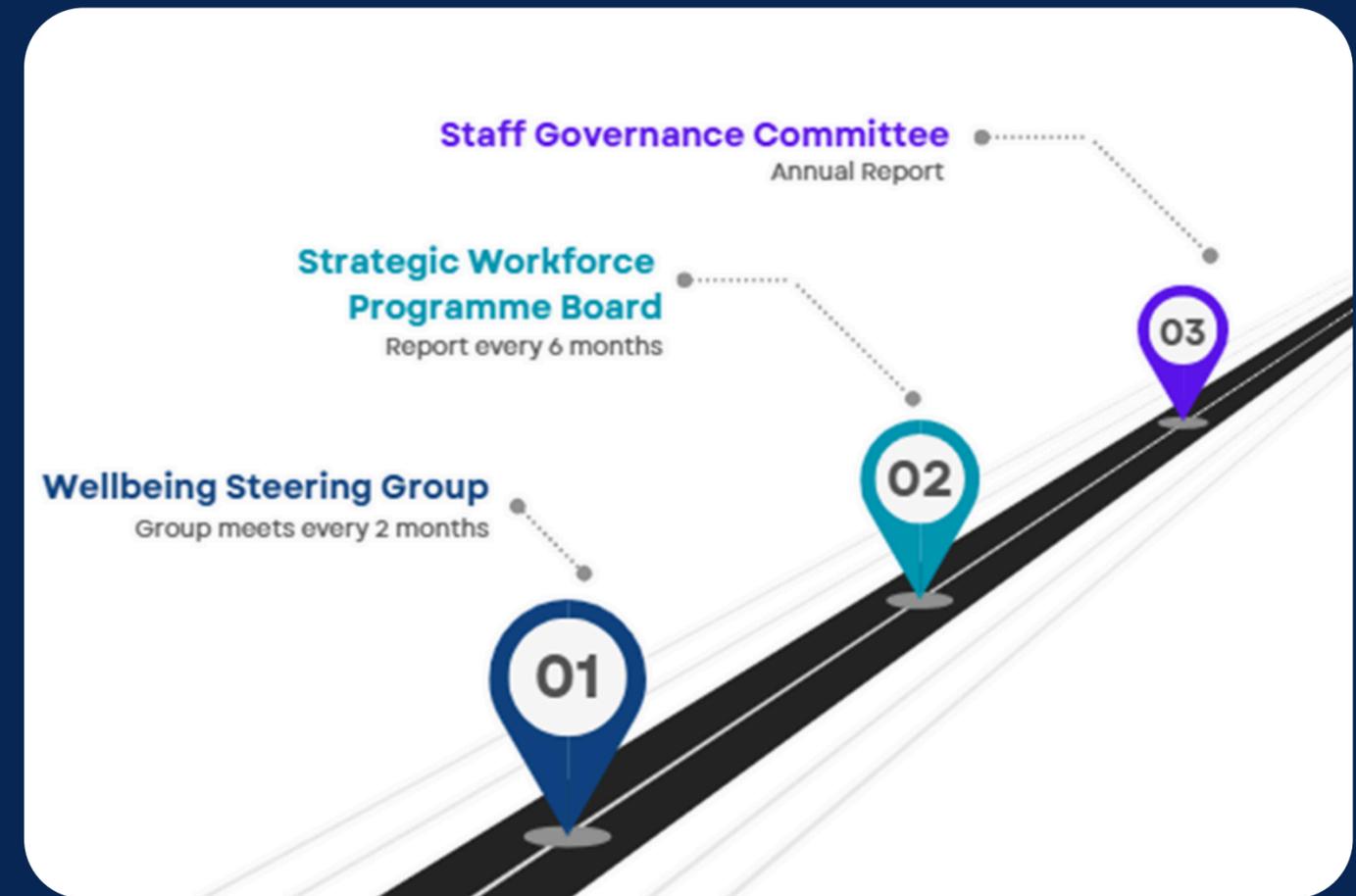
Our Feedback

- Number of wellbeing stories and case studies promoting local success at all levels
- Engagement figures and evaluation feedback for planned wellbeing events and programme of activity for annual diversity and wellbeing calendar
- Regular Wellbeing Pulse Survey exploring general awareness of support available and of the role of Wellbeing Champions
- Links to our culture data set
- Exit Interviews Feedback
- Compliments and Complaints feedback and learning

Our People Data

- Absence data
- Retention and Vacancy data
- PDP compliance
- Medical appraisal compliance
- Number of leaders and managers who have received training in wellbeing and in leadership
- Number of HSE stress risk assessments completed & documented in Control Book
- Wellbeing Pulse Survey results
- iMatter survey results including engagement scores and responses to the following specific questions:
 - Staff feel their organisation cares about their wellbeing
 - Staff would recommend organisation as a good place to work

Our Delivery Model...



Our people are at the heart of everything we do with our senior team creating the conditions so everyone can play their part.

Our Responsibilities

Our Framework is ambitious, for it to work, we need everyone to play their part.

Success of this Framework requires system-wide engagement and ownership to its ethos and approach. Central to the success of our Workforce Wellbeing Framework is how we will measure and evaluate to track progress.

We will use a mixture of qualitative and quantitative data to target the areas with the greatest potential to improve the health and wellbeing of our people and ultimately strengthen our organisation. This ensures transparency, accountability, and continuous improvement and will be embedded within our Governance routes.



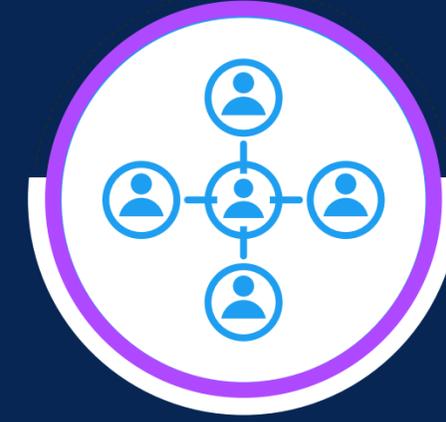
As People

We utilise our individual agency and responsibility to look after our own health and wellbeing.



As Teams

We embody compassionate leadership, supporting our teams to live our values.



As an Organisation

We equip and empower our leaders and managers to utilise the tools to support our staff's wellbeing

A call to action

The launch of our new Workforce Wellbeing Framework marks an important step forward. However, its success will not be defined by the quality of the framework alone, but by the actions we each take every day. Wellbeing is not owned by a single team or role; it is a shared responsibility, and every individual has a part to play in shaping a healthy, supportive, and sustainable working environment.

Here's some initial actions you can take:

01

Read and Reflect

Take time to familiarise yourself with the framework and consider what it means for you, your role, and your team.

02

Talk

Discuss it openly in team meetings, one-to-ones, or informal catch-ups. Ask simple but powerful questions: What supports our wellbeing now? Where could we do better? What small changes would make the biggest difference?

03

Role Model

Whether you are a manager or not, the way you work influences others. Live our values and support one another.

04

Small Actions

Wellbeing is built through everyday choices. Choose one realistic action, such as checking in with a colleague, making time for breaks, or practising self-care, and commit to it. Be consistent over time and notice the difference.

05

Share Ideas

Our Framework is a living document. Your insights will help it grow and remain relevant. Share what works and where further support is needed.

In Summary

Our Workforce Wellbeing Framework sets out our **shared commitment** to creating a healthy, supportive, and high-performing workplace where every individual can thrive. Grounded in the principle that wellbeing is everyone's responsibility, it recognises the vital role leaders, managers, teams, and individuals play in building and sustaining a culture that prioritises physical, mental, social, and financial wellbeing.

Designed as a **living, evolving framework**, this is not a static document. Over the next four years it will remain adaptive and responsive to the needs of our people, organisational priorities, and the external environment. Through continual engagement, transparent feedback loops, and evidence-informed practice, we will refine and strengthen our approach, ensuring our workforce remains supported, empowered, and future-ready.

By embedding wellbeing into everyday behaviours, decision-making, and culture, we aim to foster a **workplace where people feel valued, connected**, and equipped to be and perform at our best - now and into the future.

Accessing Support



Staffnet and Website

Visit the Wellbeing section on Staffnet or our internet page for Staff Support and Wellbeing which can be accessed anytime, anywhere.



Email

FV.staffwellbeing@nhs.scot



Connect

Look out for colleagues who are Wellbeing Champions or Peer Supporters and have a chat.

Alternative Formats

We want you to be able to access this Framework in the way that best suits you.

To request this document be made available in another format, please contact:

Phone: 01324 590886

Text: 07990 690605

Email: FV.staffwellbeing@nhs.scot