



CLIENT CASE STUDY

Spotlight on Back-Up Care

The NHS is widely applauded for its value in the UK. That contribution is delivered by the NHS people. Chelsea and Westminster Hospital NHS Foundation Trust is one of the top performing hospital trusts in the UK. Their commitment to the health and wellbeing of staff during COVID-19 has led to a dedicated programme to promote wellness across all areas of their organisation.

Back-Up Care in partnership with Bright Horizons is part of that. It enables the Trust to improve staff retention and support their working parents and carers in achieving a work-life balance.

ORGANISATION PROFILE:

Chelsea and Westminster Hospital NHS Foundation Trust (ChelWest) is one of the top ranked and top performing hospital trusts in the UK. The Trust provides outstanding care to a community of over 1.5 million people. Both hospitals have major A&E departments, treating over 300,000 patients each year, and the Trust is the second largest maternity service in England, delivering over 11,000 babies annually.

ChelWest employs over 6,500 staff across their two main hospital sites, Chelsea and Westminster Hospital and West Middlesex University Hospital, and in 12 community-based clinics within North West London.

The NHS itself is the UK's largest employer with 1.6m employees and has the potential to influence the health and wellbeing of a significant proportion of the population.

Investing in staff wellbeing and a happier workplace means better care for patients. ChelWest is creating a wellness culture that supports every employee, and provides services that help staff maintain a healthy work-life balance.

As **Karen Adewoyin, Deputy Director of People and OD** puts it: "Without staff that are supported, well and at work, we cannot not deliver quality and safe effective care to our patients."

CHALLENGE

NHS Employers' People Plan has a national ambition to make the NHS the best place to work. ChelWest staff surveys reveal that staff are proud to work for the Trust and of their outstanding care. However they seek more support in their wellbeing and work-life balance; exacerbated since the Covid-19 pandemic.



Of their staff believe the organisation takes positive action on health and wellbeing.



Of the workforce will suffer from poor mental health following the recent pandemic, according to recent predictions.



NHS staff have an adult and eldercare responsibility. For ChelWest, that's around 1,300 employees.



Poor work-life balance is the 3rd most common reason for staff leaving (topped only by relocation and promotion), with a turnover rate over 17%.



Two-thirds (76%) of ChelWest's staff base are women, with the largest staff age group being 25 – 34 years (35%) meaning many will start a family during their career with the Trust.



The Trust has a mean gender pay gap of 17.7%, and 11% as a median, which is a common statistic for many NHS trusts and ChelWest recognises "may exist due to lack of flexibility and the cost of childcare for example for women to return to work and progress their careers."

THE VISION, AND THE IMPACT OF THE PANDEMIC

The Trust recognises there is clear evidence supporting the link between staff health and wellbeing and safe patient care. Plans and provisions were already in place to support wellbeing. In 2020 the Covid-19 pandemic underlined the need and accelerated the work on supporting staff wellbeing and life balance. Healthcare staff are now recognised as more at risk of stress, anxiety and burnout than ever before.

The Trust got to work on a three-year comprehensive staff health and wellbeing programme aligned to the national staff wellbeing framework.

This framework consists of activities within three pillars of health and wellbeing:

- Healthy mind – enhanced psychological and mental wellbeing support for staff
- Healthy body – programme to support staff to be physically well
- Healthy living – programme to support staff to live well and achieve life balance

BRIGHT HORIZONS AND CHELSEA & WESTMINSTER HOSPITAL NHS FOUNDATION TRUST

As part of the Healthy Living pillar, ChelWest introduced Back-Up Care with Bright Horizons.

The Trust's business case for this family support outlines: "Many of our staff are working parents and carers. As an employer helping to reduce the stress, anxiety and the daily juggle in combining work and family means loyal, happier and more productive employees. Childcare in the capital is an enormous obstacle for working parents and many large Acute Trusts who we are competing with for talent have on-site nursery provision as part of their benefits package."

ChelWest have committed to reducing the impact of care related stress and absenteeism by supporting their 6,500 staff as well as 1,500 of their bank staff with 10 days of fully subsidised Back-Up Care per employee per year.

Back-Up Care provides emergency child or adult care when original plans breakdown or have to change at the last minute. This includes not only nannies and nurseries, but also holiday clubs (including remote clubs and courses for children), childminders and in-home eldercare agencies. Employees can book care on the day, or up to three months in advance.

A growing number of employees are caring for an adult dependant, including older relatives, and many may not think of themselves as 'working carers' until care plans break down. Back-Up Care can arrange help at home for a relative returning after a minor operation, or an elderly parent requiring additional everyday help. The Bright Horizons team works with fully regulated agencies across the UK, providing qualified carers who are appropriately trained for the care needs required.

Key Benefits of Back-Up Care to ChelWest as an Employer:

- Enables staff to work when they would otherwise have taken time off to care for dependants
- Increases maternity return rates
- Increases engagement from working parents and carers
- Projected 124% return of investment



"I was at the Trust car park with my child - I had forgotten it was a nursery inset day and her nursery was closed. I called (Bright Horizons) Back-Up Care saying - I've got my child with me, is there anything you can sort out for today? The gentleman on the phone was so lovely and he said, 'Of course, I'm sure we're going to be able to sort it out. Don't worry, we'll have a look at nurseries around you.' He then found this little nursery, not too far from the hospital, and as I was walking my child in, I had a quick look around and found it to be an outstanding rated nursery. We then used the same nursery every time her regular care wasn't available. My daughter loved going there and as a parent I felt relieved that I was able to find such a good back-up option for her."

Karen Adewoyin Deputy Director of People and OD Chelsea and Westminster Hospital NHS Foundation Trust

LOOKING TO THE FUTURE

ChelWest's culture of wellness is here to stay. The Trust has begun implementing its three-year Health and Wellbeing Programme to improve and sustain wellbeing in the workplace. They plan to continue providing the services put in place during COVID-19, while introducing additional support.

Workplace Nursery Partnership – ChelWest currently don't provide an on-site nursery at either of their hospital locations. However over 3,000 of their staff reside within 2.5 kms of the hospitals where they work – and within a reasonable distance from a nursery local to their workplace.

ChelWest are considering a partnership scheme to further enhance the flexibility and support available for their working parents. This would provide staff with access to high quality and affordable childcare, conveniently located near the two main hospital sites. Benefits of workplace nursery access include improved retention levels, increased employee productivity and NI savings for staff of over 30%.

Three Pillar Approach – Healthy Mind, Healthy Body and Healthy Living. ChelWest has implemented various schemes and events to drive this focus across their sites. In addition to Back-up Care under Healthy Living, other interesting and innovative aspects include:

Mental Health First Aiders and Wellbeing Champions – Supporting colleagues and promoting wellbeing as a priority.

Emotional Support – Increased psychological support to support team reflective practice and more Schwartz rounds where staff from all disciplines come together to discuss the emotional and social aspects of working in healthcare.

Keeping staff active and preventing ill-health - Encouraging active commutes to work, the ability to exercise during the day, and ensuring fast track physiotherapy support is available for all staff.

As an anchor institution and the UK's largest employer, the NHS has the potential to influence the health and wellbeing of a significant proportion of the population. Chelsea and Westminster Hospital NHS Foundation Trust has established themselves as the leader of NHS staff welfare, achieving improvement targets and becoming national champions in improving staff and patient health.



"[Back-Up Care was] quick to book, reassuring to have this option, professional carer provided, peace of mind as a parent. Highly highly recommend."

Front-line Clinician

About Bright Horizons Work+Family Solutions

What we do

We help to increase our clients' employee wellbeing, engagement and productivity, supporting career progression and improving recruitment and retention of talented and diverse workforces.

How we do it

Our services include workplace nurseries and back-up care, leadership coaching and development, family network events and management guidance. They address the practical, emotional and cultural needs of organisations and individuals. It's good for employers and good for employees. Everybody wins.

Our family of services includes:

- Our award-winning **Back-Up Care** network, which saves our clients over 80,000 days in productivity each year.
- **Work+Family Space** which provides parents and carers with access to a huge range of resources and expertise.
- **Coaching & Development** solutions to help businesses retain and develop their employees through life's big transitions and ongoing parenting and caring responsibilities.
- **Parental Leave Toolkit**, our unique online and app coaching solution for new parents and the managers who support them.
- **Workplace Nurseries** offer high-quality, on and near-site childcare for employees.

Our History

Bright Horizons was started over 30 years ago. Initially the founders saw that childcare was an enormous obstacle for working parents. Alongside the provision of great childcare solutions, today we are dedicated to supporting employers enable the holistic combination of work and family; ensuring their working parents and carers are amongst the most engaged and productive members of any team. The business now globally encompasses approximately 1,100 nurseries, over 10,000 back-up care providers and works with more than 1,150 of the world's leading employers providing a full range of work and family support.

With operations in the US, UK, India and the Netherlands, we specialise in supporting multi-national clients. We have a strong commitment to corporate sustainability, which we approach through our Bright Horizons Foundation for Children.

A partner, provider and employer of choice

We pride ourselves on delivering the best for our clients, families and our own employees.

- Our Infosec and insurance policies are sector-leading, and our work on Keeping Everyone Safe has seen us receive a Gold RoSPA award of choice.
- We are a 'Master Great Place to Work' having been judged a Great Place to Work for 13 consecutive years by The Great Place to Work Institute.
- We're also one of the Top 50 'Great Places to Work' in Europe.
- We are a diverse and equal opportunity employer with Investors in Diversity Status.

+30 EMPLOYER AWARDS

We've helped our clients win over **30** nationally recognised family-friendly employer awards

+8 DAYS PRODUCTIVITY

Our Back-Up Care service typically saves our clients **8 days** in productivity per employee per year

+14% TALENT RETENTION

We help retain 14% more of leading law firm **Norton Rose Fulbright's** maternity population through our coaching programme

+12% EMPLOYEE ENGAGEMENT

We increased **Northern Trust's** employee engagement score by 12% with our Work+Family Space

Get in touch to find out how we can help your business and your employees

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