



Chelsea and Westminster Hospital  
NHS Foundation Trust

# How **Back-Up Care** is reducing the stress, anxiety and the daily juggle in combining work and family at Chelsea and Westminster Hospital

Chelsea and Westminster Trust has developed 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.



Supporting over **7,000** staff with **10 days** of fully subsidised Back-Up Care per employee per year.



# Hear About Staff Experiences of Back-Up Care at Chelwest

Watch video



## 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 7,000 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 1.3m 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.

## The 'why', 'how' and impact of Back-Up Care at Chelsea and Westminster Hospital

Improving Patient Outcome By:

→ Supporting Staff Wellbeing

→ Reducing Staff Absence

What do Clinicians using Back-Up Care have to say?



"I think this is an excellent project and by far the best support I have had from work."



"I was able to book emergency childcare with short notice, allowing me to come to work to fulfil my duties. The service made me feel looked after and valued by the Trust."

“

I am a SAF (Single Adult Family) and it can get increasingly difficult in the Summer holidays to get the right care for my two sons. I rely on my family to provide support in the holidays and when they are away it makes it much more difficult to balance which is why I am so grateful for back-up care as it gives me peace of mind knowing that my sons are well cared for. The process of requesting the care is really easy on the dashboard and the response from the back-up care team is so quick. I love that I can choose the care based on location so it can be nearer to work or nearer to home, the autonomy is fantastic.

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**Samantha Slaytor,**

Head of Inclusion, Wellbeing and Engagement





## The Vision, and the Impact of the Pandemic

### 3 Pillars of Health and Wellbeing

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:

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

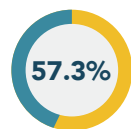
## Challenges

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.

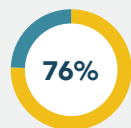
Poor work-life balance is the 3<sup>rd</sup> most common reason for staff leaving (topped only by relocation and promotion with a turnover rate over 17%.



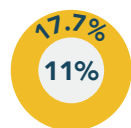
**1 in 5** NHS staff have an adult and eldercare responsibility. For ChelWest, that's around **1,300 employees**.



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



Three-quarters (**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 examples for women to return to work and progress their careers."

## Bright Horizons and Chelsea and 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 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

Supporting the **Whole Family**

# Looking to the Future



"[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**

ChelWest's culture of wellness is here to stay. The Trust has begun implementing it's 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:

### **1 Mental Health First Aiders and Wellbeing Champions**

Supporting colleagues and promoting wellbeing as a priority.

### **2 Emotional Support**

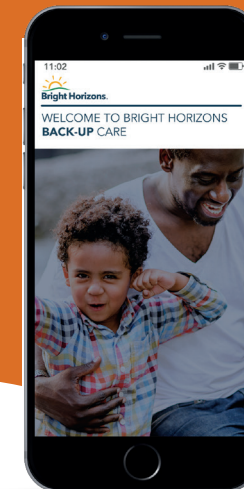
Increased psychological support to support team reflective practice and more Schwartz rounds where staff from all disciplines come

together to discuss the emotional and social aspects of working in healthcare.

### **3 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. As well as meeting several patient targets nationally Chelsea and Westminster Hospital NHS Foundation Trust has also made significant gains in improving the health and wellbeing of their staff.



“

Last year I booked my two sons into Summer camp when my sister was on holiday, and they didn't enjoy the activities and unfortunately it just wasn't the right fit for them. Naturally this year they had reservations about attending again. We sat down and chose a different Summer camp and the experience this time could not have gone any better. My sons absolutely loved the experience and the activities that Barracudas offered. Each day was different, and they were able to provide the wrap around support I needed from 8am to 6pm. They had the same team leader on the days they attended and made two new friends whilst there. To have that amazing feedback from my sons made me feel really happy. They rated Barracudas a 9/10 - I will definitely be using camp at Barracudas in the future. Happy sons equal happy Mum.

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**Samantha Slaytor**

Head of Inclusion, Wellbeing and Engagement

# About Bright Horizons

## What we do

For more than 35 years, Bright Horizons has been supporting the evolving needs of working families and their employers. We create, develop, and deliver solutions that remove barriers to performance, talent and diversity in our clients' businesses and help them succeed in their goals.

We address the wide range of challenges facing parents and carers in the workplace today, enhancing our clients' ability to attract and retain key talent, giving their teams the peace of mind and confidence to do their best work.

## How we do it

Bright Horizons' services include workplace and partnership nurseries, coaching and development provision, digital resources, and manager guidance, plus Back-Up Care for adults, children of all ages - and even pets.

We provide our clients with access to live usage and engagement analytics on their programmes, and also keep them updated with ongoing research findings and benchmarking data.

## Who we are

- We have operations in the UK, US, India, Australia, and the Netherlands. 1,300 clients globally, over 400 in the UK.
- We have been recognised as a UK Best Workplace by the Great Place to Work Institute every year since 2006, and are actively committed to Diversity, Equity, Inclusion and Belonging, and to Mindful Business practices.
- We strive to minimise negative environmental impact guided by our Future Earth green agenda and, through our registered charity the Bright Horizons Foundation for Children, to make a positive difference in the lives of children and families in crisis.

## Our family of services includes:



Reliable, flexible **Back-Up Care** options for children of all ages, adults and elders - **and even pets** - when usual arrangements break down or schedules change. Back-Up Care is a trusted Plan B that protects productivity and supports wellbeing.



One to one **Virtual Tutoring** in 35+ subjects for children (aged 4-22 years) and also school entrance exam preparation. Tailored tutoring helps confidence and achievement, while easing parents' concerns about their child's education and mental health.



**Work+Family Space**, an easily searchable and personalised hub for all matters work and family, and a vital resource for busy workers. Filled with a world of information, tips, webinars and expert advice, there's something for everyone - whatever their life stage or personal situation.



Our innovative **Parental Leave Toolkit** is a digitised coaching solution delivering timely checklists and advice to the individual and their manager at every point in the journey, making a significant difference to return rates.

Beyond the parent transition, we've developed tailored coaching programmes for our clients on many major life events.



**Workplace Nurseries and Nursery Partnerships** provide parents with reassuringly high-quality and convenient care at, or near, their workplace.

The ultimate "sticky benefit" and a real game-changer for retention.

Get in touch to discover how we can help your business and your employees:

☎ 0345 241 5309

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