



Cromwell Hospital Report - April 2012
Health Creation at Work
Project Leader Dr Rosy Daniel BSc MBChB
Medical Director Health Creation



Health Creation at Work Project

Location – The Cromwell Hospital, London

Employees – 630

Description of our approach - ‘Health Creation at Work’ is a proactive holistic health change programme for organizations wishing to increase the health, vitality, well-being and productivity of staff and establish a positive health culture within the organization.

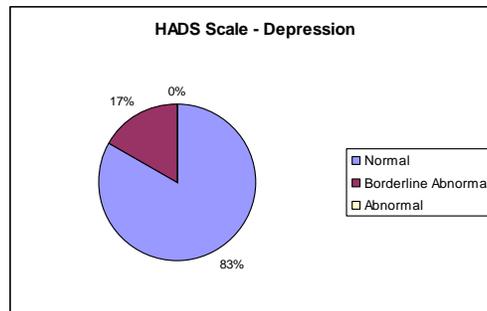
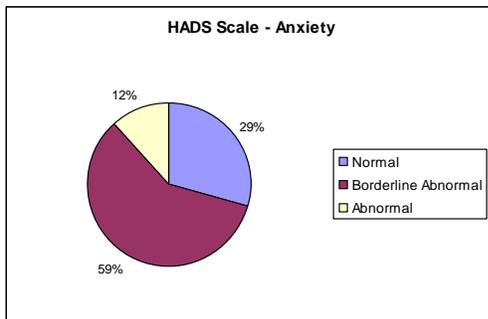
Objectives defined by Cromwell Hospital HR Director:

- To reward staff for their dedication
- To protect the health of staff – physical and mental
- To generate vitality and well-being to offset stress and distress
- To optimise loyalty, job satisfaction and customer service
- To reduce the cost of sickness, absenteeism and staff turnover.

Project Summary

Health Creation at Work was commissioned by The Cromwell Hospital, London as a pilot project in two phases. Phase 1, involving the provision of ‘One to One’ mentoring for 6 Senior Managers, and the Clinical Oncology team. Phase 2, ‘Corporate Health Creation’ for the entire staff.

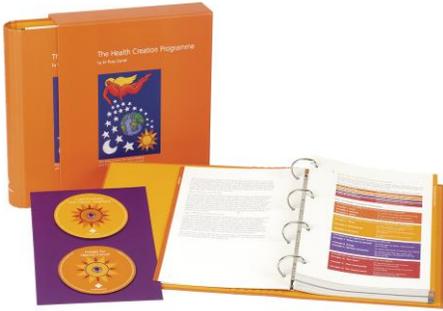
The need for Health Creation was demonstrated by pre-intervention HSE Stress Tests which showed 67% of staff to have high levels of stress and the Hospital Anxiety and Depression Scale (HADS) showing 12% abnormal and 59% borderline abnormal anxiety levels, and 17% borderline depression amongst staff.



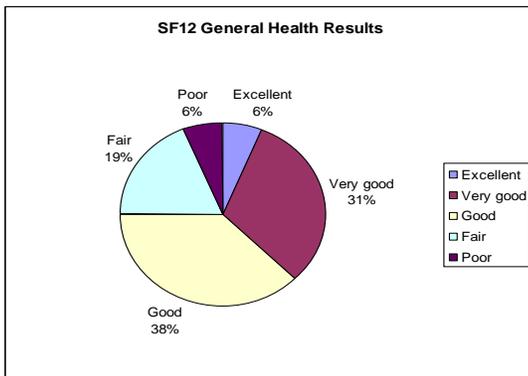
Conclusion from the pre-intervention analysis

All pre-intervention tests showed cause for concern in terms of the stress, anxiety, and borderline depression, justifying the need for the Health Creation intervention. The HR Director felt that the holistic Health Creation mentoring approach which gets to the root of the emotional, physical, spiritual and environmental causes of illness and distress and providing personalised health mentorship over a six month period, would work where more conventional information based types of health promotion had failed.

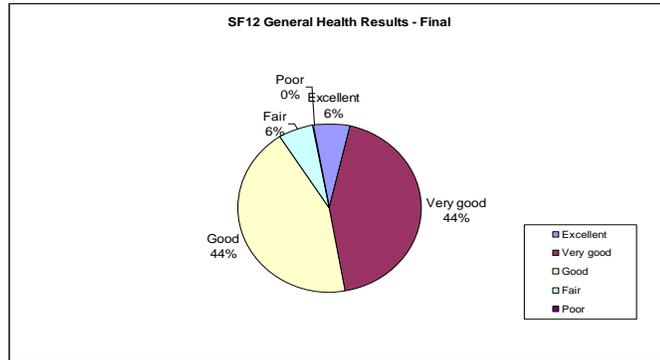
The Intervention -Phase I - Participants in the One to One health coaching received an initial induction into the holistic health model, a clear explanation of the self-assessment and subsequent health mentorship they would receive, an interactive workbook, known as the Health Creation Programme and 6 hours of face to face coaching monthly over 6 months. The first 3 hours were dedicated to the 'Health Revival' phase of the process and the second 3 hours to the 'Life Revival' phase of the process. The aim here was to identify first areas of health which could be improved by self-help or therapy in order to generate measurable gain in health and vitality. The aim of the second phase once the clients were stronger was then to address necessary lifestyle or work changes in order to make the healthy changes made in phase one sustainable.



Phase I Results - At the end of the six-month health coaching intervention, aggregated scores showed an overall drop in stress levels of 30% and a rise in energy levels by 40% on the Picture of Health Test. Standardised SF12 and WHO 5 item scale test results echoed this result, showing a highly significant improvement in general health and well-being with 19% of an initial 25% found to be in poor and fair health, moving across on the SF12 into good, very good and excellent health.

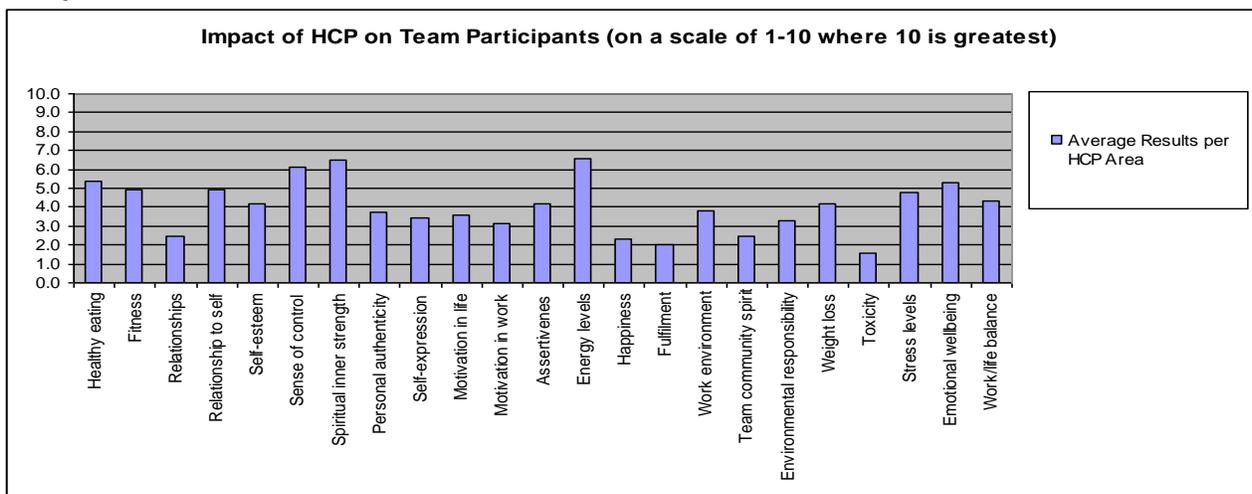


Initial SF12



Final SF12 Results

Qualitative Results



Qualitative report by participants of the personal impact of 'One to One' Health Creation

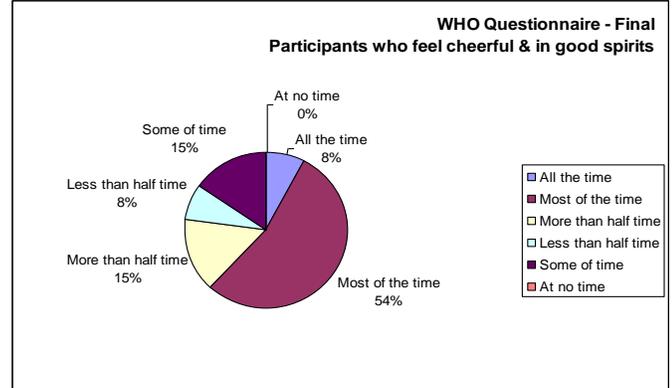
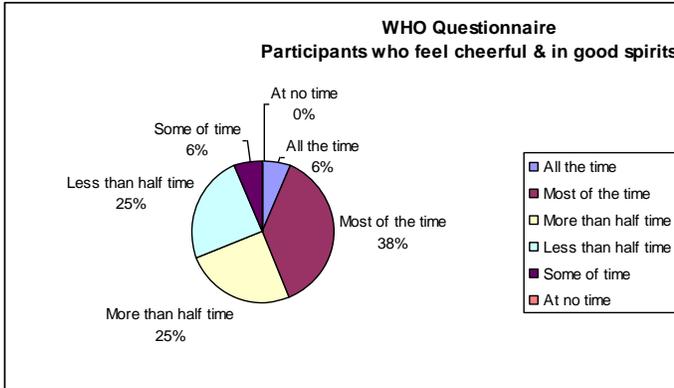
The biggest benefits were in healthy eating 50%, sense of control 60%, spiritual inner strength 65%, energy levels 65% and emotional well-being 50%, although positive change was achieved in all of the areas studied.

Wellbeing Results

Participants also showed a very significant rise in well-being as measured with the WHO 5 item Wellbeing scale.

Initial measure on showed only 44% of staff to be cheerful all or most of the time. After the health mentorship

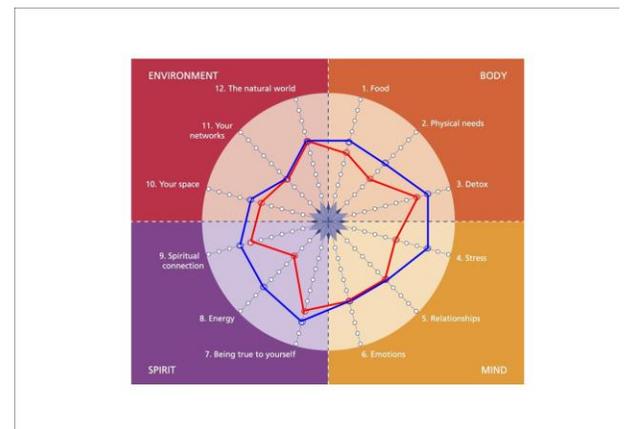
62% of staff reported feeling cheerful all or most of the time, representing a 33% gain in well-being



Picture of Health Results

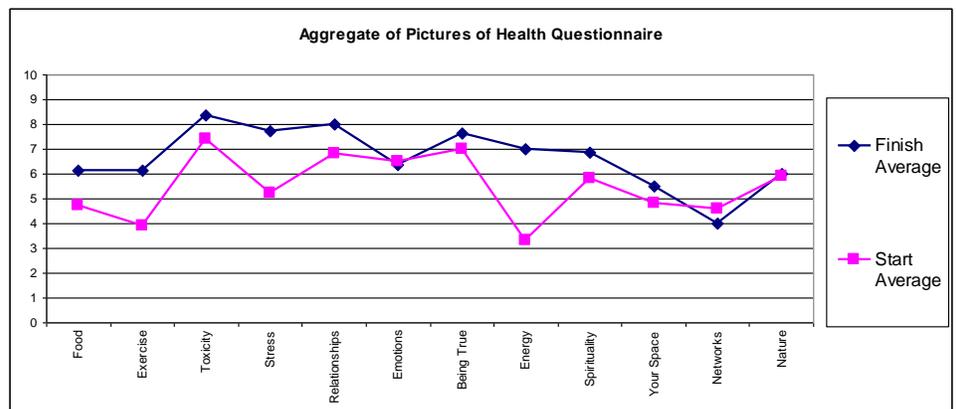
This diagram shows in red the pre-intervention aggregate Picture of Health scores for the Phase I group in red and the final scores in blue. The biggest improvements were in:

- healthy eating
- exercise
- stress reduction
- energy levels



This showed improvement on 10 out of twelve of the Health creation principles measured but most impressively a 30% reduction in stress levels and a 40% rise in energy levels.

This diagram representing these results graphically shows the starting scores in pink and the final scores in blue.



Financial Implications

As the hospital has a £1.5 million annual spend on sickness absence, locum cover, recruitment and re-training. A 19% improvement in health could represent a saving of £285,000. However, it has been pointed out that the benefit was far larger than 19%. This is because the 25% of people initially found to be in poor and fair health are the group that are most likely to be ill and to cause loss of good customer service. Moving 19% of people out of this group of 25% is actually a 76% shift towards wellness in those who were in poor or fair health.

The Intervention: Phase 2

As a result of this impressive 'One to One' result, the hospital decided to move forward with 'Corporate Health Creation', offering all employees the opportunity to complete the Corporate Picture of Health, followed by the creation of a 'Health Creation Action Plan' by 20 trained in house champions. This group was trained by Health Creation and divided into four teams for body, mind, spirit and environment. The group created an Action Plan with around 30 actions based on the outcome of the Corporate Picture of Health and the plan was launched to the staff during a week-long launch. Each day one team announced their proposed actions and also recruited staff for interactive initiatives such as a walking club (89 people signed up), weight watchers (40 people signed up) and quit smoking (29 people signed up). The week culminated in a launch party where the work done was endorsed by the Chairman and senior executives.



The Mind Stand at the Launch



The healthy banquet prepared by the kitchen team
Action Plan

The energy and enthusiasm was huge and surpassed our highest expectations of what was possible in a busy working hospital environment.

The kitchen provided a great 'Health Creation' banquet for all staff and the initiative was launched by hospital Chairman and senior staff. The intervention was clearly very much needed and very much appreciated. We were delighted with the levels of engagement by staff and heart-warmed by the commitment and creativity of staff and management.



Chairman and senior executives launch the health Creation

The Phase 2 Results

The Cromwell Action Plan and In House champion report is found in the Appendix 2, and outlines the 30 actions taken a result of the Health Creation at Work initiative, specifically created by staff to meet the unique needs of this particular organisation. Staff were well underway with the implementation of this plan when news was announced that the Cromwell had been bought and that there would be a new management team and a major re-structuring. The new management declined to complete the Health Creation Programme and went on to make around 20% of staff redundant. Whilst this meant that we were unable to collect outcome data as planned for Phase 2 of this project, we are aware from team members that the programme continued, led by our in-house champions and that many of the initiatives started by our in-house champions persist till this day.

Both the Matron and Hospital Services Manager are happy to give references for the benefits of the Health Creation at Work Programme for staff and patients, which were felt at many levels.

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Appendix I – Case Report and Summaries for health mentoring I. Report by Executive Manager ‘Mrs S’ in the Phase I - One to One Mentorship Programme

I welcomed the Health Creation initiative warmly as I recognised that I was hanging on by a thread, trying to juggle the demands of home and work life. Added to this, was another major tension at work due to the fact that I felt that I was performing better than my boss. I was really carrying the department, whilst watching him upsetting and alienating others around him, and making bad decisions for the hospital.

In my initial assessment I discovered that I was extremely stressed and tired because:

- I did not feel that I had reached my potential in life. I felt that I should be leading a business or corporation of my own
- My potential was blocked by the draining of her energy through the difficulties in my marriage
- I was carrying the main load both at work and at home as I felt both my boss and my husband were less capable than me
- I was 20 kilos overweight, as the main way I coped with my frustration at work, and the breakdown of my sex life was through comfort eating - nightly chocolate binges being the worst offender. I had been on countless punishing diets and got up at six in the morning twice a week to get to the gym to combat this, but without any success at all.

In the assessment of my current state, needs and issues, I found that the body was feeling heavy, lacking affection; that the mind felt chaotic and diffused; emotionally I felt numb and battered; and in the spirit I felt I was not on the right path and was bored with my role, with the sense of drifting and lack of focus. I felt was wasting my time away and was relieved that the coaching might refocus me on my own priorities, reaching my potential and achieving better health.

In the ‘Picture of Health’™ assessment the issues that arose were:

- my love of chocolate,
- going to bed too late,
- concerns about HRT,

- weight and hormone imbalance,
- some stress symptoms such as palpitations and muscular tension,
- concern about low energy levels,
- missing my creative and artistic side, particularly my floristry,
- the lack of support at home and work.

The scores that were the lowest were principle 4 - stress (2/10); principle 8 - energy (2/10); principle 9 - spiritual connection (3/10); and principle 10 - your own space (1/10).

My Health Creation Goals

The Health Creation goals 'Mrs S' made over the six months were:

Principle 1	Healthy Eating	To achieve a weight of 9 st 4 lbs
Principle 1	Healthy Eating	To go onto a wholefood diet
Principle 2	Physical Needs	To do yoga for exercise and relaxation
Principle 4	Stress	To contain the work situation, taking on less
Principle 4	Stress	To re-plan my diary around my main personal goals
Principle 5	Relationships	To get counseling to discuss getting a divorce
Principle 7	Fulfilment	To work on my life plan
Principle 8	Energy	To raise my energy levels

Progress with my Health Creation Goals

During the six months that I worked with my Health Creation Consultant, I received the support, encouragement, guidance, witnessing and challenge that a good coach provides.

In the Health Revival phase I:

- Reduced my weight by 5 kilos through healthy eating, and have continued to lose weight gently and consistently
- Raised my energy levels through weekly Reiki, healthy eating and use of my 'Heal Yourself' CD for mediation and relaxation.
- Have incorporated Yoga and Pilates into my exercise routine and am feeling the benefits mentally and physically
- Have achieved a good hormone balance through Reflexology and natural progesterone treatment

During the Life Revival Phase I:

- Have put steps in motion to understand the financial implications of divorce and worked hard to look at how to achieve the divorce with maximum damage limitation for the children. I have made a clear choice to stay in the family home with the children until such time as they are more independent, or that I am able to make a move without traumatising them, once we have all got more used to the idea of the divorce.
- Decided to do a 'good enough' job, at work, 'carrying' my boss less, reducing to four days per week, leaving enough mental space and time to focus on the divorce, and the support of the children.

The major changes I made in my underlying thinking, behaviour and beliefs were:

- To stop over-giving and over-working, creating disciplined boundaries around work time, children time and my own time. This meant I had to learn and believe that there are other responsible people in the world besides me rather than believing that if anything positive happens, it is all down to me.

- To believe in my own power rather than staying subordinate to men that I do not respect. This meant me making a 'child to adult transition' to become 'number one', and not a resentful number two in my life.
- To believe that there are men in the world who are my equals, allowing me to be met, emotionally, professionally and sexually.
- To heal my self-esteem to believe that I can be with a man who is my equal and who totally loves and respects me.

I worked to embed these ideas with positive affirmations and visualisation to achieve a new far more powerful self-image and far greater self-esteem.

One Year Later.....

To my surprise I have now been promoted to Head of Department at work and I plan to stay in this position for a further two years before launching my own business. With the extra salary I am now able to move house. I am currently going through a reasonably amicable divorce and I now live ten minutes away from my work, rather than an hour! I have a fantastic capable male live in au pair from Hungary who shops, cooks, picks up the children from school and me from work whilst he studies English. I am single for the first time in my adult life and am really beginning to experience the new pleasure of doing the world on my own terms, both at work and at home. I have stopped eating chocolate, and I have now achieved my goal to lose 5 kilos!!

In conclusion Health Creation has been the best thing that has ever happened to me and I cannot believe how different my life is now to when I started.

Appendix 2

Part 2 – Report on Corporate Health Creation at the Cromwell Hospital from a team leader from the In-House Champion Team.

I was one of four leaders in Corporate Health Creation. The first task we had as the implementation team was to form the Corporate Action Plan. The aim of this plan was to make improvements in low scoring areas on their Corporate Picture of Health in order to bring the score in all twelve areas up to at least 7 out of 10. If we achieved this we would then receive the Health Creation Award for Health at Work. This was quite a challenge as the initial Corporate Picture of Health we only scored 3 in the energy principle. Clearly there was a lot of work to do but a great deal of enthusiasm to do it. Our team felt privileged and empowered to feel we could plan and implement such positive changes. Our initial picture showed high stress, low energy and poor attention to diet and exercise. But it also picked up a lot of subtler issues like the abusive culture between the doctors and nurses in the hospital and the complete lack of communication training, quiet space to rest and recuperate if work was traumatic as well as a lack of emotional and spiritual support for those in the hospital coping daily with suffering and dying.

Our group of 20 in house champions divided into four groups (Body, Mind Spirit and Environment) and created a Corporate Action Plan based around the 12 Health Creation Principles. (See below). This plan which we implemented over a 6 month period had and is having a great impact on morale, vitality and emotional well-being of staff at the hospital. During this time we were supported by monthly visits from our Health Creation Consultant to help us trouble shoot problems. This visit also helped to re-motivate us and get us focused on achieving that which we felt to be the most important things to create a healthy working environment. We also created Communication and Training goals in order to make our healthy changes sustainable for the long term.

Our Results

I really enjoyed being leader of my group and it's now wonderful to see supportive groups and therapies taking place every week here at the hospital. 40 staff went through a relaxation and mediation course, including several members of the Executive Team. Full scale re-cycling did not exist and it now happens routinely. Non-smoking groups are ongoing helping staff greatly, and staff are still signing up for the Weight Watchers Club.

I have personally created the celebration calendar in the dining area so that staff can mark our special days and witness our achievements. I have also arranged and co-coordinated the 'First Aid for Tiredness' initiative by introducing reviving therapies for the staff at the hospital. This has been a huge success and the nurses really appreciate it. Work on the appraisal system and ethical charter is slower but we will get there. As for the non-violence policy, we have had talks and alerted all staff as to the policy and the procedure of how to report a critical event.

Overall there has been a huge raising of awareness for staff of how they can improve their health and well-being and improve their life in various ways. We also discovered that creating a healthier way of living, and working can be fun and bring joy to your life. The message has been clear that if you are a healthier, more focused, and balanced then you feel better and you are more able to support your work place in many different ways. With more energy, you are more productive; with more health you have less sick days; with more joy in your life you are giving a better service and developing to your full potential, whether through your ideas or your efforts. Overall it's a win-win situation for you and your employer and I believe that Health Creation at Work offers a really great new way to deliver health and well-being in the workplace.

The hospital staff responded extremely positively to this initiative becoming actively involved in achieving our collective goals. Many of these Actions last to this time in 2012, but alas our programme was interrupted after four months due to a management takeover of the Cromwell followed by many staff redundancies! This big change was not foreseen by any of us. Neither was Health Creation advised of this possibility. However, I believe that the support systems we built into the Hospital enabled us to deal far more positively with the shock waves created, as by this point staff were far more unified with a very good sense of team spirit and empowerment.

The Cromwell Action Plan created by our in-house Health Creation team was:

FOR BODY

PRINCIPLE 1 – Promoting healthy eating and making healthy food and drink available to staff

- 1a) To create a Healthy Snack Bar serving healthy snacks and drinks with reward scheme - Create Juice Bar.
- 1b) To ensure that the staff canteen provides healthy choices during the day and at night
- 1c) To give all staff an annual health and lifestyle check to identify existing health risk factors and other vulnerability.

PRINCIPLE 2 – Promoting physical fitness, relaxation and appropriate rest

- 2a) To get the staff walking by setting up a daily Walking Club

PRINCIPLE 3 – Supporting staff to give up smoking, excess alcohol, food, recreational drugs, non-vital medication

- 3a) To start a quit smoking club to prepare for the new ban on smoking in public places coming into force summer 2007
- 3b) Help staff in the hospital lose weight

FOR MIND

PRINCIPLE 4 – Promoting low stress and managing stress in the work effectively

- 4a) Promote stress awareness by publishing the results of the stress audit; writing a series of articles to appear in the staff news letter
- 4b) To create a peaceful, relaxing and harmonious room/space in the Hospital to promote tranquility for body mind and spirit, dedicated to meditation/relaxation/quiet reflection/prayer for all staff and accessible 24/7.
- 4c) Start in-house meditation classes.
- 4d) Have massage therapists/shiatsu massage available for staff

PRINCIPLE 5 – Promoting positive relationships and good communication

- 5a) Improve communication and promote team building at all levels

PRINCIPLE 6 – promoting emotional well-being, listening to the feelings, hopes, fears and ideas of staff

- 6a) To inform staff of the counseling facilities that are available in the Hospital and also provide information on outside support organisations and agencies
- 6b) Have a 24hr free-phone helpline for staff to call who may have personal problems, concerns at home or in work
- 6c) To provide support at work for staff at times of emotional impact due to the suffering and dying of patients

FOR TEAM SPIRIT

PRINCIPLE 7 – helping staff to become fulfilled, recognising, rewarding and celebrating their achievements

- 7a) Review & instigate new Appraisal Form & Appraisal System incorporating a personal development framework alongside work goals and review.

PRINCIPLE 8 – helping staff to achieve high levels of energy, motivation and enthusiasm

- a) To create a Cromwell celebration calendar
- b) To provide energy support for staff or – ‘first aid for tiredness’ through the use of therapies and self-help approaches

PRINCIPLE 9 – promoting the spiritual well-being of staff and having ethical integrity

- a) To devise & create ‘Zero Tolerance to physical or verbal violence and abuse’ policy towards staff
- b) To create an ethical charter for the Hospital

FOR ENVIRONMENT

PRINCIPLE 10 – providing a good environment for staff to work and to take breaks in

- a) To ensure the environment has good light, air and access to nature.
- b) Manage office space more effectively with a ‘holiday hot desk’ and ‘work from home’ policy.
- c) Create an effective communication regarding building maintenance programmes in the Hospital

PRINCIPLE 11 – establishing strong community links within the organisation and the local community

- a) To be able to understand and help resolve the concerns and issues of the community and let community know of our needs.

PRINCIPLE 12 – being environmentally responsible to the local and global communities

- a) To create a Green Policy and involve staff in ‘greening’ the Hospital and their homes
- b) To eliminate any environmentally toxic chemicals used in the hospital.

GOALS FOR CROMWELL HOSPITAL FOR COMMUNICATION

- Ca) To start a monthly newsletter to keep all staff informed of progress on all objectives
- Cb) To install a plasma screen in the dining room to give staff daily Health Creation updates
- Cc) To install a computerized system to record individual staff healthy changes progress

GOALS FOR CROMWELL HOSPITAL STAFF TRAINING

- Ta) Create training and awareness campaign highlighting all aspects of the Health Creation Principles
- Tb) To include a section on Health Creation as part of the Hospital Induction
- Tc) To train staff in dealing well with the stress and upset of working with suffering and death.

