



healthcreation

Health Creation summary report for the NHS Clinical Leaders Network CLN - REAL Eminent Leaders Programme

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December 2012

“If we expect healthcare professionals to improve the health and wellbeing of the people they meet in the course of their work the NHS must first ‘put its own house in order’” NHS Future Forum

Summary of findings

The background to the study

During 2012 Dr Rosy Daniel was invited to provide Health Creation Executive Mentorship for 28 NHS Senior Leaders as part of the NHS Clinical Leaders Network Racial Equality Action Leadership initiative.

Participants received a six month programme of leadership workshops with a monthly mentorship and coaching session from Dr Daniel through the Health Creation Programme.

Participants were assessed for:

1. Their level of engagement
2. The perceived level of value of health coaching and mentorship to the participants
3. Their levels of anxiety and depression pre and post intervention as measured with HADS – the hospital anxiety and depression scale
4. Their level of wellbeing pre and post intervention with the WHO 5-Item wellbeing scale
5. Their quality of life as measured with the WHOQOL BREF to evaluate changes in physical health, psychological health, social relationships, environment
6. Their 'Life Energy Factor' as measured with Health Creation's Picture of Health
7. Their personal views on the shifts and benefits through health coaching and mentorship.

The results of the study

1. Level of engagement with a six-month health coaching programme

26 of 29 participants engaged with the health coaching programme and continued to completion over 6 months

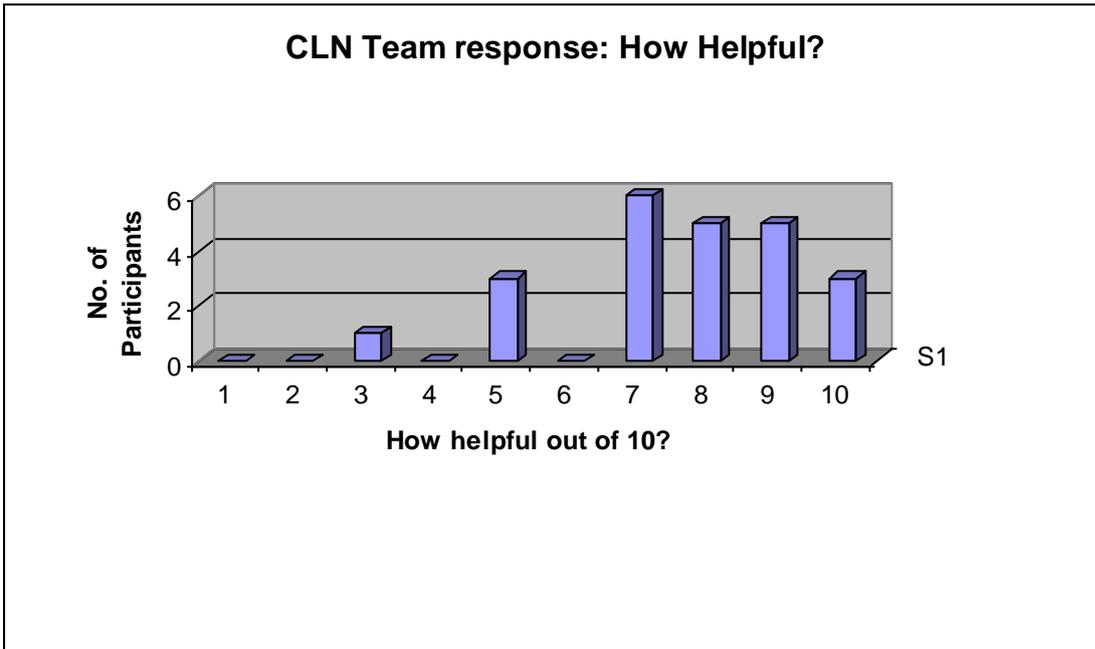
Of the three that did not engage:

- 1 stopped due to pressure of work
- 1 gave no reason for not engaging
- 1 said that that they did not agree with the holistic premise of the health creation programme

2. Level of value of health coaching to the participants

In answer to the question - How helpful have you found the health coaching programme (where 1 is none and 10 very much) the results were that 83% said that it was level 7 to 10 important

Score	1	2	3	4	5	6	7	8	9	10
No of participants	0	0	1	0	3	0	6	5	5	3



3. Mental State measured with HADS – Hospital Anxiety and Depression Scale

Anxiety results

	Start	Finish
Normal	75%	86%
Mild	17%	9%
Moderate	8%	0%
Severe	0%	5%

This represents an 11% shift towards normal levels of anxiety

Depression results

	Start	Finish
Normal	92%	100%
Mild	4%	0%
Moderate	4%	0%
Severe	0%	0%

This represents an 8 % shift towards zero levels of depression

4. Wellbeing measured with the WHO 5 Item Wellbeing Scale

	Start	Finish
Very happy and positive	43%	73%
Happy and positive	48%	22%
Unhappy	9%	5%
Very unhappy	0%	0%

This represents a 30% positive shift from 43% to 73% of participants feeling very happy and positive.

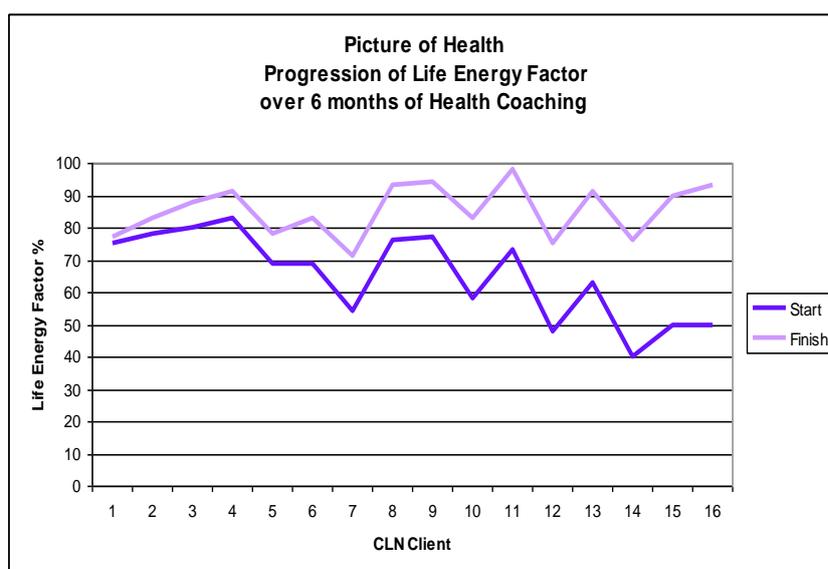
5. WHOQOL BREF – Quality of Life

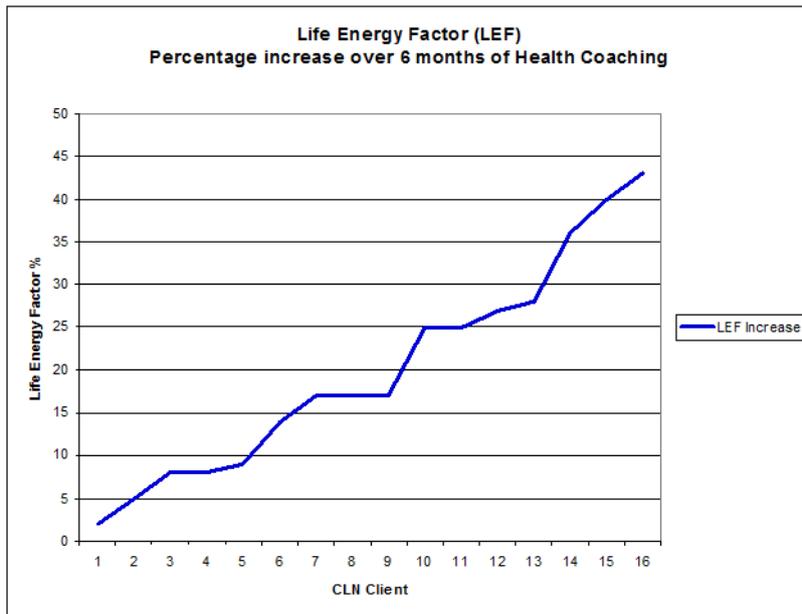
In all four domains measured there were improvement, the greatest being in physical health and psychological health.

Physical health – 17% improvement
 Psychological health – 11% improvement
 Social relationships – 6% improvement
 Environment – 3% improvement

6. Life Energy Factor measured with Picture of Health –

All participants improved their Life Energy Factor, some by as much as 43%





Qualitative Findings

Question: What were the key shifts or changes resulting from your health coaching?

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- Better diet and awareness of my dietary requirements. Regular exercise - I know it's achievable and have confidence I can do it.
- Let myself be a priority that's worth investing in and not let my desire to please others get in the way.
- Healthy Eating, Physical Exercise, yoga & relaxation, meditation.
- Focusing on me, having time just for myself.
- More determined to have 'Me time' and focus on maintaining good health and work / life balance. Have joined a gym.
- Aiming to embed healthy lifestyles into routine.
- Belief busting, healthy lifestyle and eating, reflecting on my relationship with myself and having the courage to not think I have to look after everyone or solve their problems.
- Maintaining some of the changes I'd made earlier.
- Reduced my working hours, have some time to myself, started doing exercise.
- My personal space, learn to say no.
- Making time for myself and valuing me as a person. Actually reflecting on my lifestyle and where strengths are.
- Be true to myself, looking for authority and growing my inner no. 1 position.
- My approach to daily work / life has changed. Instead of letting demands and tasks through to me I put myself in the control position to draft online or excel my physical / emotional with the wonderful. Now, I develop my body, mind and career in one go.
- I realise I am free to do and be whatever I want to be. It is okay to look after myself and do what makes me happy.
- My health matters. I can change my health status. By changing my health habits I can change those around me too. I am now more aware of things that impact on my health negatively. I have changed my health behaviours.
- I have lost weight. I walk 10,000 steps most days. I can really say I no longer have any issues with food. This is partly to do with Jane Sen's help, but it is also just about the tuning and balancing my life. Ensuring that I work with 'internally conscience' upwards.
- I can change my health. The realisation that all the good stuff is within me. I need to organise myself to achieve.
- Refocused on looking after own health and needs, as well as helping others.
- Learned to balance work and home front. "Prioritise and plan." Started looking after myself.

- Thinking about me more and taking the time out to do things for me.
- Ensuring I look after myself, having a work-life balance, be a little selfish, spend more time doing recreational things, family time.
- very little

Question: What has worked best for you in your health coaching?

- Having an external 'mentor' / counsellor to take an objective approach and help me set goals / appraise myself. The picture of Health was useful.
- Having goals set and looking at ways of achieving them. Having positive feedback on my achievements, seeing the results of changes myself.
- Empowerment of self-talk.
- Getting a goal, better work / life balance.
- Listening to the CDs and time for reflection.
- Evidence on specifics - on clarifying goals. Helps to talk through specifics of how to achieve goals with Health Creation Mentor.
- Belief busting, putting myself first.
- Reflection and self-assessment.
- Made me realise that I needed to make some changes. I needed to relax as I was very stressed. Step back and relook at my life.
- Review of my stand in life. Involve my family.
- Understanding that spiritual connection is also important as it is an aspect that makes you as an individual.
- Helped with self-confidence.
- The 12 principles, energy circles and listening to the CDs were all very useful. The important part of the coaching is talking with Dr Rosy to have a re-programme of my body and mind.
- Too many personal problems interfering with the time and energy available to engage effectively with health coaching
- Meditation and relaxation. Work-life balance.
- The self-assessment documents. Setting up short term goals. The monthly coaching sessions.
- Thinking about how to integrate a healthy life style into my everyday life - and ensuring I practice that. It's working.
- The telephone conversations. The learning materials. Health Creation Goals/picture of health.
- Structure and suggestions from Dr Daniel to consider areas for change. Supportive coaching and encouragement provided by Dr Daniel.
- Concept of having a higher self that can guide me.
- Doing it in work in work time!
- Taking time out to look at my life. Using the Health Creation Programme manual.
- Having the information in written form so that I can approach it whenever I feel ready for it.
- Thinking about how much exercise I do and how much relaxation time I have.
- Keeping on top of the appointments. It might be helpful to have a reminder e-mail on the day prior to the appointment as well as earlier?
- Need to keep motivated, keep my goals at the forefront, keep saying them to myself so that I keep focused and not back into old habits.

Conclusion

The great majority of NHS Leaders that were involved in Health Creation Mentorship said that the intervention was of great value to them. On all measures taken the results were very positive showing:

- High engagement in this personal well-being approach
- Decreased anxiety and depression
- Increased well-being
- Improved quality of life with the greatest benefit in physical and psychological health
- Increased Life Energy Factor in the range between 5 and 45%

There was an overall comment that after 15 to 20 years of dedicated work in the HNS this was the first time that they had received any comprehensive care for their own health and well-being. Furthermore, the NHS Leaders realized that their previous ways of living and working had been setting a bad example for their teams. Now they felt that focus on achieving good work-life balance, stress reduction and proactive self-care put them into a far better place to lead with high energy and to become a positive role model for their teams and patients.

Background - The context for coaching NHS Leaders

It is vital that health service leaders are healthy fit and strong and that they model great self-care to their staff and to their patients.

American Public Health Professor, Erika Frank (2004) found that physicians' health behaviours have a positive effect on patient attitudes and motivation to make healthy lifestyle changes.

The 2011 DH report "Healthy Staff, Better Care for Patients" drives home the key priorities of active promotion of health and wellbeing in the workplace. This follows Dr Steve Boorman's NHS Health and Wellbeing Report (2009) citing the cost of NHS sickness and absence as in excess of £1.5 billion and his challenge to NHS leaders to cut this figure by one third, creating the equivalent of 14 900 more full time NHS staff.

The NHS Health and Wellbeing Improvement Framework recommends:

1. Ensure your health and wellbeing initiatives are backed with strong leadership and visible support at board level. Producing an annual report of the organisation's wellbeing will help communicate commitment and progress.
2. Develop and implement an evidence-based staff health and wellbeing improvement plan to meet your organisation's needs. This should be prepared and agreed in partnership between management staff and unions, and its progress monitored.
3. Build the capacity and capability of management at all levels to improve the health and wellbeing of their staff. Recognise and manage presenteeism, conduct return to work interviews and support staff with chronic conditions.
4. Engage staff at all levels with improving their own health through education encouragement and support.
5. Use an NHS occupational health service that offers targeted proactive and accredited support systems for staff and organisations.

The CLN REAL Programme

The programme was launched on January 24th 2012 and concluded on September 6th. 2012. It was funded by the NHS Institute for Improvement and Innovation following authorisation by the National Leadership Council. It was the first series of world-class leadership development activities to be scheduled as a pilot scheme for BME clinicians who felt ready for more senior management roles. It is anticipated that following the success of the pilot scheme more programmes will be commissioned to develop and support the Eminent Leaders of the future. The CLN REAL team will track positive changes as part of the programme evaluation.

CLN REAL: The programme partners

CLN, the NHS Clinical Leaders Network, is a national professional leadership network for clinicians in England. In this ground-breaking pilot study CLN was partnered by:

The motivational leadership training firm i2i which enables organisations and individuals to hit their objectives and maximise their potential by bringing understanding of the psychological strategies that lead to success.

Mission Excellence, an organisational performance consultancy that specialises in helping clients deliver operational change through embedded personnel, development programmes and consultancy for Operational Excellence and Risk and Safety Management.

Health Creation, which delivers health coaching and consultancy to shift our focus from passive health management to proactive health creation, for individuals and organisations wishing to adopt positive health strategies.

Programme leaders:

NHS CLN Chairman Dr Raj Kumar.
NHS CLN Director Michael Wilshaw
CLN REAL Chairman Professor Madhok
I2i Director Michael Finnigan
Health Creation Medical Director Dr Rosy Daniel
Mission Excellence Justin Hughes

Key References:

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Full report available on request from Dr Rosy Daniel
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