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| HIGH LIFE HIGHLAND REPORT TO BOARD OF DIRECTORS24March 2021 | AGENDA ITEM REPORT No HLH /21 |

## **HEALTH AND WELLBEING UPDATE - Report by Chief Executive**

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| **Summary**The purpose of this report is to provide the six-monthly update on progress made on implementing the Health and Wellbeing Plan (2019–2024). The report also provides an update on the work undertaken which has focussed on employee and participant health and wellbeing during the Covid-19 pandemic.It is recommended that Directors note and comment on the report. |

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| **1.** | **Business Plan Contribution** |
| 1.1 | This report supports the highlighted Business Outcomes from the High Life Highland (HLH) Business Plan:1. Sustain a high standard of health and safety, and environmental performance2. Implement the Service Delivery Contract with THC**3. Improving customer engagement and satisfaction****4. Improving staff engagement and satisfaction****5. Enhance the positive charity image****6. Be a trusted and effective partner****7. Achieve sustainable growth across the organisation****8. Develop health and wellbeing across Highland communities****9. Develop and promote the High Life brand** |
| **2.** | **Health and Wellbeing Plan (2019-24) – delivering during the pandemic** |
| 2.1 | The actual and potential impact HLH can and does have on the health and wellbeing of the individuals and communities it serves is palpable. Whilst some work has had to be paused due to the pandemic, efforts have been made to continue vital services through different models during the period, often to the most vulnerable in HLH communities. As a result, a range of work has taken place to support and enable health and wellbeing outcomes for both High Life Highland’s participants and employees. |
| **3.**  | **Maintaining contact and support for those with long term conditions** |
| 3.13.23.33.4 | In response to the pandemic HLH has remained committed to providing support for participants of Cardiac Rehab, Parkinson’s and Falls Prevention exercise programmes across the Highlands, involving over 250 members of the public. Many of the people which HLH has continued to support through these programmes have been in the shielding category and have had otherwise limited opportunities to connect and socialise with people outwith their immediate household. Support initially involved a personal contact by phone and email from HLH specialist exercise instructors to help participants to keep well, by providing specifically tailored information such as how to exercise safely at home, as well as how to access resources on topics like how to eat well and how to modify risk factors. Feedback from participants on the difference this contact has made has been humbling, for example a participant from Alness who previously took part in face-to-face falls prevention exercise classes in the Averon Centre said: “Getting a regular call is really helping me to keep motivated and doing exercises at home, without it, it would be easy to get in a rut. Keeping in touch with the group you usually go to gives you a boost and it’s one of the best things”. |
| **4.** | **Partnership working** |
| 4.1 | The interventions described above have been planned in consultation with partners including Parkinson’s UK Scotland and NHS Highland, resulting in people affected by cardio-vascular disease, Parkinson’s and those at risk of falling having a way to keep active and connected to HLH during this time.  |
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| 4.2 | It is well understood that if people can keep active it can significantly improve functional capacity, fitness and quality of life as well as reducing the risk of ill health, disease recurrence, deterioration of condition, risk of falling and even acute hospital admissions whilst also helping to manage symptoms. Keeping connected is crucial too as some people are finding the current situation difficult, so staying in touch is vital. |
| **5.** | **Online classes: Move More, Cardiac Rehabilitation and Parkinson’s Exercise** |
| 5.15.25.3 | In addition to the regular phone calls and emails offered to participants HLH has also developed a range of online classes for those affected by cancer. The Move More team, who support people affected by cancer through project funding from Macmillan Cancer Support, have been delivering regular exercise classes on Facebook live with over 20,000 views to date.In February 2021 the first interactive Cardiac Rehabilitation classes took place using a newly created online booking and class delivery platform. Participants are referred to the classes by health professionals and, following an assessment, they are able to take part in a live interactive class, delivered by an exercise instructor with a Level 4 Cardiac Rehabilitation qualification. Classes are proving very popular and at the time of writing are fully booked with options to add more classes to the programme being developed. The development of these classes was made possible with funding and support through NHS Highland.By the end of March 2021 the first interactive exercise classes for people affected by Parkinson’s Disease will also commence. Participants can self-refer to these classes. Like the Cardiac Rehabilitation these classes are delivered by a highly qualified exercise instructor and supported by health professionals in NHS Highland. The development of these classes was made possible with funding and support from Parkinson’s UK (Scotland). |
| **6.** | **Employee health, wellbeing and welfare during the pandemic** |
| 6.16.26.3 | To outline HLH’s commitment to supporting employees during the pandemic a delivery plan was written (see **Appendix A**). The plan content was generated following consultation and review with the HLH COVID-19 Working Group, Extended (Quarterly) Management Team and the Executive Team through the weekly business meeting. The plan relates to staff who have been furloughed as well as those who have not been furloughed and outlines the activities, tasks, milestones, progress indicators and responsible persons for implementation to ensure that HLH staff health, wellbeing and welfare is facilitated, supported and enabled during the period whilst the organisation continues to manage its response to and the effects of the pandemic.  |
| **7.** | **Implementation of the plan** |
| 7.1 | The activities and tasks within the plan are wide ranging and can be viewed in **Appendix A.** Good progress in delivering the plan has been made, with all work plan areas reporting Green in the RAG rating. |
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| 7.2 | A few examples of how the plan is being implemented are outlined below. |
| **8.** | **Information and resources**  |
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| 8.18.2 | Information and resources focussed purely on providing staff with useful information, from reliable and verified sources, to support their mental and physical health and wellbeing is provided through a bespoke website which all HLH employees have access to. The website is regularly updated and employees are encouraged and supported to contribute to the content by sharing information that they have found personally beneficial which may also benefit others. Recent content on the website has included:* Mindfulness
* Walking: put some spring back into your step
* Nurturing your wellbeing if you are living with a disability or long-term condition
* Staying Mentally Healthy when Working from Home
* Ideas to get active with Active Schools in Tain
* Change, Loss and Bereavement
* Fuel Support Fund
* How to stay active during lockdown
* How to stay calm in a global pandemic
* Keep Active with the Active Schools Team
* Stay At Home Guidance and tips on how to keep active and the wee yins happy
* Lockdown 2.0 Mental Health and Wellbeing Support
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| **9.** | **HLH Huddles** |
| 9.19.29.3 | Weekly virtual and informal social get togethers called HLH Huddles continue to be offered and have been sustained since the first stay at home restrictions were implemented. The Huddles are for all employees, including those furloughed and not furloughed and some of the Huddles have been facilitated by employee volunteers who have enthusiasm for their topic and a desire to share with colleagues e.g. beginners’ guitar lessons with music instructors and yoga with exercise instructors.To date there have been over 100 attendances at the Huddles from employees across all services in HLH. Some have spoken of the significant difference it has made to them personally to have the opportunity to keep connected to HLH and their colleagues, particularly for some whilst on extended furlough periods. |
| **10.** | **Employee consultation** |
| 10.110.210.310.4 | Following on from the employee consultation which took place in summer 2020, HLH undertook another employee consultation in December 2020 and January 2021.Employees are highly valued by HLH and it was agreed that it is critically important to the organisation to ascertain and consider employee views on returning to work as part of the recovery planning on an ongoing basis.A survey was issued to all employees via email in December which was completed by 185 employees. Focus groups took place, involving 38 staff in December 2020 and January 2021.The focus groups were led by the HR Manager and Health and Wellbeing Manager. The mix of qualitative and quantitative feedback from the survey and focus groups has provided HLH with rich information and a clear sense of what is most important to staff at this time. |
| **11.**11.111.211.311.4 | **Findings from employee consultation** The detailed findings from the consultation can be found in **Appendix B**. Six common themes emerged from the consultation:• Furlough• Communication• Information and resources• Opportunities to interact and/or socialise with colleagues• General impact on health and wellbeing• Next phase/returning to work following lockdownIn response to the feedback from the consultation the following actions have been agreed with the Senior Management Team to ensure colleagues across all services continue to be well supported to enable good health, wellbeing and welfare outcomes for them as valued HLH employees:1. Communications issued after all First Minister C-19 statements;
2. Reinforce commitment to flexible working arrangements;
3. Monthly communications on employee health & wellbeing;
4. Continue to update information and resources on employee website;
5. Continue to organise activities for social interaction such as Huddles, Big Team Challenges;
6. Introduce new resources and activities where possible e.g. online mental health support and the implementation of a mental health reps programme; and
7. Encourage colleagues to set-up regular informal meetings within teams to help people keep connected.

Finally, resilience and emotional wellbeing virtual workshops are taking place during March to look at defining stress and resilience, understanding emotions and mental health and exploring how to eliminate unnecessary worry and anxiety in our lives. The workshops are open to all HLH employees, including those on furlough, to date 31 employees have booked a place.  |
| **12.** | **Implications** |
| 12.1 | Resource Implications – there are no additional resource implications arising from this report. |
| 12.2 | Legal Implications - there are no new legal implications arising from this report. |
| 12.3 | Equality Implications – there are no new equality implications arising from this report. |
| 12.4 | Risk Implications – there are no new risk implications arising from this report.  |

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| **Recommendation**It is recommended that Directors note and comment on the report. |

Designation: Chief Executive

Date: 8 March 2021

**Appendix A – Employee Health and Wellbeing Plan During Covid-19**

This plan relates to employees who are furloughed as well as those who are not furloughed, it outlines the activities, tasks, milestones, progress indicators and responsible persons for implementation to ensure that HLH Staff Health and Wellbeing is facilitated, supported and enabled during the period whilst the organisation continues to manage its response to and the effects of the COVID-19 outbreak.

Three themes are covered in this plan: 1. Information Sharing 2. Engagement and Activities 3. Recovery

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| **Objective (impact)** | **Theme** | **Activity/Tasks** | **Milestones** | **Timescale** | **Progress Indicators**  | **Lead** | **Support** | **Status** | **Blockers** |
| Positive health and wellbeing of HLH Staff during C-19 outbreak | 1 | Introduce section for regular updates on employee health and wellbeing website | New section created and maintained | 30.03.20 onwards  | * Website updated and maintained
 | AJ | LBQMT | G | None |
| 1 | Make sure managers are clear on any relevant policies and processes, for example sickness reporting and sick pay, homeworking and death in service policy. | Updates from Scottish and UK Governments, Occ. Health and Unions | 30.03.20 onwards  | * Quality (over quantity) of updates given
* Emails and SPOR information given
* Feedback from teams on content
 | MM | LBQMT | G | None |
| 1 | Provide content and links to key information for staff from validated, reliable sources on employee health and wellbeing website | Minimum weekly updates | 30.03.20 onwards  | * Quality (over quantity) of updates given
* Variety of updates given
* Website viewing figures
* Feedback from teams
 | LB | AJQMT | G | None |
| 1 | Keep in mind anyone who may be shielding or vulnerable due to a pre-existing health condition, or disability, age, or pregnancy, and be aware of the additional duties as an employer to these specific groups of employees. | Updates from Scottish and UK Governments, Occ. Health and Unions | 30.03.20 onwards  | * Daily monitoring of information released in general media to the general-public and from partner organisations
 | LB | MMQMT | G | None |
| **Theme** | **Activity/Tasks** | **Milestones** | **Timescale** | **Progress Indicators**  | **Lead** | **Support** | **Status** | **Blockers** |
| 1 | Ensure Line Managers are supported and provided with relevant and up-to-date resources to maintain regular contact with teams | Aid Memoirs createdAsk/check with Managers re support req  | 30.03.20 onwards  | * Quality (over quantity) of resources developed
* Feedback from Managers
* Feedback from team(s)
 | LB | MMQMT | G | None |
| 1 | Review and redesign information from partner orgs for relevance and sharing with HLH staff on staff health and wellbeing website | Contact with partner orgs for info sharing | 30.03.20 onwards  | * Quality (over quantity) of sources reviewed & issued
* No. of views on website of information given
 | LB | QMT | G | None |
| 2 | Ensure staff are supported and in regular contact with Senior Management Team member or Line Manager | Timescale and process to be agreed w/ op teams | 30.03.20 onwards  | * Number of contacts made
* Feedback from Managers
* Feedback from team(s)
 | All Line Managers  | QMT | G | None |
| 2 | More focused “welfare” call followed-up by HR Manger, HWB Manager or Director of Corporate Services when requested  | Triggered by Line Managers (inc, temp Line Managers) | 30.03.20 onwards  | * Number of requests made
* Number of follow-up calls made
* Feedback from Managers and staff
 | MM | LBQMT | G | None |
| 2 | Enable staff participation in health and wellbeing activities e.g. motivational staff challenges | New challenges established | 30.03.20 onwards  | * Number of activities
* Type of activities
 | LB | QMT | G | None |
| 2 | Facilitate specific opportunities for employees to take care of their mental health and wellbeing  | Info provided on SPOR and through Line Managers (inc. temp Line Managers) | 30.03.20 onwards until more normal service resumes | * Quality (over quantity) of sources provided
* Use of validated tools and sources only
 | LB | QMT | G | None |
| **Theme** | **Activity/Tasks** | **Milestones** | **Timescale** | **Progress Indicators**  | **Lead** | **Support** | **Status** | **Blockers** |
| 2 | Facilitate specific opportunities for employees to take care of their physical health and wellbeing  | Information provided on Single Point of Reference and through Line Managers (inc. temp Line Managers) | 30.03.20 onwards until more normal service resumes | * Quality (over quantity) of sources provided
* Use of validated tools and sources only
 | LB | QMT | G | None |
| 3 | Business continuity and pressure on remaining staff – if some people are taking on additional responsibilities to bridge gaps, make sure they feel appreciated and this is for a relatively short time | Regularly communicate how much everyone’s contribution is valuedMonitor expectations/workloads/work-life balance | 30.03.20 onwards until more normal service resumes | * Regular phone or Skype catch-ups with team members from Managers
* Statement/update from CEO through SPOR
 | All Line Managers | QMT | G | None |
| 3 | Be prepared to adjust resourcing plans accordingly (based on virus spread, heightened infection risk and furlough status) | Updates from Scottish and UK Governments | 30.03.20 onwards until more normal service resumes | * Daily monitoring of information released in general media to the general public
* Daily monitoring of information released by partner organisations
 | LB | QMT | G | None |
| 3 | Be prepared for staff returning to work and customers returning to buildings. Ask staff if they have any concerns about returning | Updates from Scottish and UK Governments | 17.04.20 onwards  | * Daily monitoring of information released from both Governments
 | LB | MMQMT | G | None |

# Appendix B – HLH employee consultation, Dec 2020/Jan 2021, Impact of the pandemic on employee health and wellbeing

**Background**

Employees are highly valued by High Life Highland (HLH) and as part of the ongoing commitment of the organisation, to employee’s health and wellbeing, colleagues have been consulted on the impact of the pandemic, the resources available and any additional support required.

A survey was issued via email and open to all employees for three weeks in early December 2020. The survey was completed by 185 employees. Focus groups took place, involving 38 employees in 8 sessions, in December 2020 and January 2021. The focus groups were led by Morven MacLeod, Human Resource Manager and Lynn Bauermeister, Health and Wellbeing Manager.

Most participants in the survey and focus group said the pandemic had an impact on their health and wellbeing. A mix of qualitative and quantitative feedback from the survey and focus groups has provided HLH with rich information and a sense of what is most important to staff when thinking their own health and wellbeing and the support required from HLH.

The consultation process has highlighted that many employees feel well supported by HLH and has also highlight potential areas for improvement, to sustain and build on the support which has been available to date.

**Findings from focus groups and survey**

In the focus groups employees were asked the following questions:

1. Please tell us about your experience of working/being on furlough leave since lockdown commenced in March 2020?
2. Have you accessed any of the information on the website or taken part in any of the activities like Huddles or the big team challenge? If yes – do you have any feedback on these and if no – can you tell us why not (no pressure and there doesn’t need to be a reason)?
3. What matters most to you, with regards to support from HLH for your health and wellbeing?
4. Do you have any specific thoughts or ideas you’d like HLH to look at regarding supporting your health and wellbeing?
5. Do you have any other suggestions/ideas about what HLH could/should do to support you/wider team(s)?

The employee survey comprised of 35 questions. 185 employees completed the survey.

A proportionate mix of responses was received, representing a balance of all HLH services and employee groups. A summary of the quantitative data is given in APPENDIX 1.

Some very in-depth and detailed responses were given to the questions asked in the focus groups and to the free text sections of the survey. Six common themes have emerged from both the focus groups and survey:

* Furlough
* Communication
* Information and resources
* Opportunities to interact and/or socialise with colleagues
* General impact on health and wellbeing
* Next phase/returning to work following lockdown

Each of the common themes are discussed in more detail below. A summary document will be posted on the Colleague Health and Wellbeing Website which will highlight the common themes as well as to outline the actions being taken. All HLH employees will be signposted to the summary document via an email.

**Furlough**

A notable number of employees expressed their views about furlough and the impact it has had/is having on their health and wellbeing. There was a mix of responses, for example some employees stated that initially furlough was a pleasant experience in the of spring of 2020, some stated the great weather helped and once the novelty wore off, they found it difficult including reduced wages. Employees spoke of missing the structure of work and some spoke of concerns about returning to work and concerns about job security. Some employees spoke of the benefit and enjoyment from volunteering whilst furloughed. A couple of employees said they were disappointed to lose annual leave after volunteering full time. Several employees said during furlough they had enjoyed taking up new hobbies or having more time to pursue their personal interests.

*“I was furloughed. Volunteered from home, pretty much fulltime. Kept me going.”*

*“I had 5 months of furlough, I missed the structure of work. Concerned if and when I will get back to work. Worried about job security.”*

*“I was furloughed for 11 weeks. Hated it. Good to be back. Missed the office.”*

 *“Initially furlough was a pleasant experience, great weather etc. Novelty wore off, found it frustrating”*

**Communication**

Many employees expressed a need for improved communication, specifically regarding more communication about what is happening across the organisation. A notable number employees expressed they felt they had been well communicated with and kept informed by their line manager, one said they appreciated a call from the Chief Executive and that helped them to feel supported, others said they felt regular communication was missing. Several employees said they’d like to have more regular communication and would like to be communicated with including to be told if there are no updates.

*“It’s good to be told if there is no updates”*

*“Our department have been so supportive. Lots of info.”*

*“It's a different vibe this time, doesn't feel like we're all in it together, people seem to be doing more their own thing”*

*“Make sure good communication so you don't feel forgotten about.”*

*“Communication is vital. Feel a bit left out at times, forgotten about.”*

*“Feel supported, getting call from the Chief Exec.”*

**Information and resources**

Most employees who completed the survey said they were aware of the information and resources available from HLH and said they thought HLH should continue to provide information and resources which support their health and wellbeing. Some employees said they didn’t routinely use the information and resources but they appreciated it was there if/when they do need to refer to it.

*“Checked website intermittently. Always intended to join a huddle, too busy and never got round to it. Took part in challenge, really enjoyed it.”*

*“I accessed the website during the first lockdown last year”*

*“I only access the website when I've been prompted by an email”*

*“I used the FAQs to refer colleagues to about annual leave etc and the information helped to answer my questions”*

*“I feel that even if one person benefits from catching up with colleagues and/or form new friendships then it has been a worthwhile resource”*

**Opportunities to interact with colleagues**

A significant number of employees said they felt it was important for HLH to facilitate opportunities for them to interact with colleagues. Some spoke of potential isolation from working from home or being on furlough and a notable number stated they missed team meetings and would like them to be reinstated or started.

*“we had a tea break to catch up we are looking at restarting - it has been difficult not all being together at the same time”*

*“More regular meetings like this would be good.”*

*“The first lockdown we had regular team meetings and I found them really helpful, I miss them now we haven't had them”*

*“Similar to huddles but with your own team that you used to work in the office with. Sit and have lunch together, general catch up.”*

*“It’s important to have a range of resources available - social and interactive.”*

**Impact on wellbeing**

The vast majority of employees who took part in the survey and/or focus groups said the pandemic had an impact on their health and wellbeing citing feelings of worry or anxiousness, feeling less connected to people, some having difficulty in structuring their day/week and of those who have remained working, some finding difficulty getting away from their work station. A significant number of employees said the support from HLH has helped with the impact of the pandemic on their health and wellbeing.

*“Miss the social aspect of work”*

*“Big ups and downs personally. Lack of adult company affected me.”*

*“I'm home schooling, it's hard graft”*

*“I turned into a 50's housewife, the kitchen hasn't stopped with family all being home”*

*“I had to help my elderly parents”*

*“I have been grateful to have something to do (whilst on furlough)”*

*“It’s hard to keep motivated the whole time whilst working from home”*

*“I find it difficult to fill my days and I feel guilty because I'm doing nothing e.g. I don't have children to look after.”*

**Next phase/returning to work following lockdown**

Many employees spoke of their thoughts and concerns about the next phase of the pandemic and how that may impact on their return to work following lockdown as well as what they would like HLH to do next regarding support for their health and wellbeing. Employees said they would like to see various activities to support their own health and wellbeing, including: the continuation of ‘your health and wellbeing’ online info and resources; the introduction of mental health representatives; access to an interactive digital platform to support mental health; more team challenges and continued access to a phone number to contact for support.

*“Having a safe working environment to go back to, e.g. glass dividers, keyboard covers, good communication”*

*“hearing that procedures are there and work is helpful”*

*“To know I have a job. Knowing what's coming next. Know about challenges and threats to HLH. Knowing that HLH are open and honest.”*

*“One size doesn't fit all. Working from home is different. Flexible times as to when you work (different hours).”*

*“My concern is for other staff when we go back to work because they have not had the same communication I have had”*

**Conclusion and Summary of Action Points for HLH**

In response to the feedback from the survey and focus groups the following actions have been agreed with the Senior Management Team to ensure colleagues across all services continue to be well supported to enable good health and wellbeing outcomes for them as valued HLH employees:

1. Communications issued after all First Minister C-19 statements
2. Reinforce commitment to flexible working arrangements
3. Monthly communications on employee health & wellbeing
4. Continue to update information and resources on SPOR
5. Continue to organise activities for social interaction such as Huddles, Big Team Challenges
6. Introduce new resources and activities where possible e.g. online mental health support, wellness course, free access to highlife online class programme and mental health reps.
7. Encourage colleagues to set-up regular informal meetings within teams to help people keep connected

**APPENDIX 1 (High Life Highland, Employee Consultation)**

A summary of the employee survey report is given in bullet point form below:

* 97% of survey participants said they were aware of the online information and resources available
* 54% of survey participants said they had used the information and resources
* 51% of survey participants said they have found the information and resources helpful to them personally
* 93% of survey participants said they think the information and resources are helpful for other colleagues
* 94% of survey participants said they think HLH should continue to provide information and resources
* 6% of survey participants said they had attended Huddles
* 73% of those who said they had attended Huddles said they found it worthwhile
* 68% of those who didn’t attend Huddles said there was no particular reason for not taking part
* Of those who gave reasons for not taking part in Huddles
	+ 27% said they were not at the time/day for them
	+ 21% said they were not interested in virtual social gathering with colleagues
	+ 7% said none of the activities were of interest to them
	+ 45% said ‘something else’ (significant number referencing no time to take part)
* 22% of survey participants said they took part in the Big Team Challenge (virtual route on NC500)
* Of those who said they didn’t take part gave the following reasons:
	+ 39% no particular reason
	+ 24% not interested in taking part in challenges generally
	+ 22% something else (echoing what’s captured in qualitative data from focus groups)
	+ 9% Wasn’t able to find/form a team
	+ 7% not interested in physical activity challenges
* Of those who said they took part in the Big Team Challenge said it enabled the following:
	+ 88% motivated me to be more active
	+ 83% was fun/enjoyable being part of the team
	+ 22% helped me get to know people in my team
	+ 5% helped to connect me to new colleagues in HLH
	+ 5% something else
* 64% of survey participants said they would not be willing to contribute a small amount (e.g. £6 to cover costs to take part in a future challenge). 36% said they would be willing.
* 41% of survey participants said since the pandemic started, they have done volunteering
* 49% of survey participants said they would like to do volunteering in the future
* 63% of survey participants said working for HLH enabled/supported them to undertake volunteering
* Of those who said they had volunteered, said that volunteering helped them in the following ways:
	+ 65% gave me a different sense of purpose

53% helped me to connect with others

39% helped me to structure my day/week

31% helped me to feel happier

11% encouraged me to get away from my workstation

16% other

* 69% of survey participants said they would not like HLH to help them to find opportunities to do volunteering in the future
* 70% of survey participants said the pandemic had an impact on their health and wellbeing, in the following ways:
	+ 60% feelings of worry or anxiousness
	+ 58% feeling less connected to people
	+ 36% difficulty to structure day/week
	+ 23% (if they’ve been working) – difficulty getting away from their workstation
* 44% of survey participants said the support from HLH has helped with the impact of the pandemic on their health and wellbeing
* Of the suggested additional actions to support employee health and wellbeing survey participants said the following would be of interest:
	+ 46% continuation of ‘your health and wellbeing’ online info and resources
	+ 34% mental health representatives
	+ 33% interactive digital platform to support mental health
	+ 25% more big team challenges
	+ 25% phone number to contact for support
	+ 20% none
	+ 9% other