



**Staffordshire and
Stoke-on-Trent**
Integrated Care Board

Our Ref: PW/KJJ/FOI/0225/1176

Stafford Education & Enterprise Park
Weston Road
Stafford
ST18 0BF

7th February 2025

Sent by email

Telephone: 0300 123 1461

Dear

FOI-0225/1176

Your request for information under the Freedom of Information Act 2000

Thank you for your request for information received on 3rd February 2025. We can confirm that the Staffordshire and Stoke-on-Trent Integrated Care Board can provide the following information.

An anonymised copy of this response will be made publicly available on the ICB website.

Research into the wellbeing of staff in general practice is urgent and important, given the current workforce challenges.

We use the term ‘workplace wellbeing’ to cover a broad range of strategies, from promoting wellbeing to supporting individuals with specific mental health problems. We are interested in the wellbeing schemes and initiatives provided to all staff working within general practices in your ICB. This includes staff groups such as (but not limited to) general practitioners (including partners), practice managers, Additional Roles Reimbursement Scheme (ARRS) funded roles, practice nurses, and administrative staff.

Questions

Demographic information:

Q1 Location: [Staffordshire and Stoke -on- Trent](#)

Q1.1 Which NHS region is your ICB located within? [West Midlands](#)

Q1.2 Which ICB do you represent? [Staffordshire and Stoke- on-Trent ICB](#)

Q2 Identity:

Q2.1 Please provide your details [Primary Care Program Lead](#)

Q2.2 Please provide details (if different to the above) of the person with responsibility for the wellbeing of general practice staff in your ICB, including responsibility for the ICB’s general practice staff wellbeing strategy (or similar)

[Senior Primary Care Manager and People Partner are responsible for the development of a health and wellbeing plan as part of the workforce LDP.](#)

Core questions:

Q3 Wellbeing strategy:

Chair: David Pearson MBE

Chief Executive Officer: Peter Axon

Q3.1 Does your ICB have a general practice staff wellbeing strategy (or similar)?

- If so, please provide details of this document (e.g. a link)

The ICB does not have a public facing strategy, however health and wellbeing is a key element included in Primary Care Workforce Local Delivery Plan (LDP). Within the LDP there are multiple projects focusing on General Practice Staff Wellbeing including supporting, collating and sharing good practice implemented by general practice for the Quality and Outcomes Framework Quality Improvement (QOF QI) during 2023-24.

- **Q3.2 Is wellbeing for general practice staff part of the business plan (or similar) of your ICB? Yes,**

If so, please provide details

Health and wellbeing is a fundamental part of workforce planning and activity towards this is recorded with a Local Delivery Plan, overseen by a Workforce Implementation Group. The aim is to encourage a positive culture, encourage compassionate leadership in practice, and create good places to work to both attract and retain staff. All the elements of the plan are closely linked and follow People Promise principles to ensure a positive culture, increased engagement and increased morale and so a better staff experience. This is captured by involvement with the General Practice Staff Survey with a view to increasing engagement and use of this year on year.

Q3.3 Please provide a list of wellbeing services available to staff in general practices within your ICS (please include all staff groups, including GP partners), and for each service please provide:

- The name of the service
- The individual or organization delivering it
- Whether this service is national, regional, or local. If regional or local, please specify the area covered
- The staff group or specific population the service targets (if applicable)
- A website for the service (if applicable)

All wellbeing services are available to all general practice staff, there are no exclusions to this and does include ARRS roles.

Staff Psychological Wellbeing Hub forms the basis of our wellbeing offer to all staff across the system.

[Hub Website](#)

Staffordshire Training Hub supports Primary care workforce wellbeing and provides Peer support for different cohorts of staff, for example practice managers and GP Locums. There is also a spotlight on wellbeing in regular bulletins and updates and a specific area of their site dedicated to wellbeing resources

Wellbeing Corner - Staffordshire Training Hub

GP365 - An intranet site on Health and wellbeing is available to all primary care workforce. This ensures a one-stop shop and links to all available training, advice and support.

Primary care is represented on a system wide Health and Wellbeing Steering Group

Financial health and wellbeing support and training through Affinity

Mental health first aider training offer

Wellbeing Champions are in place across the ICB footprint and we are currently increasing coverage of champions.

Q3.4 Is there any further information you wish to provide on your ICB's approach to the wellbeing of general practice staff?

We use a "One Workforce" approach and so ensure that health and wellbeing offers that are in place in the wider system are available to all staff. This includes specific packages and Apps such as Easy change, Each Person, Affinity finance and Henpicked menopause support.

Key part of plans is to increase coverage of the existing community of Wellbeing Ambassadors to act as eyes and ears and a point of contact at practice level who are supported to foster an open culture and clear channels of communication for those experiencing difficulties or concerns. They will act as a community of practice and have regular check-ins and discussion on the sorts of issues they are seeing. This will be facilitated by clinical professionals at the Staff Psychological Wellbeing Hub who will be able to advise and tailor their offers directly to primary care.

Key risk areas have been identified and are the focus of activity, these include Induction and the first 90 days, retirement and flexible working, reward and recognition and exit data.

Q4 Metrics:

Q4.1 Do you collect data on the workplace wellbeing of staff within general practices in your ICS?

We have the General Practice Staff survey to measure staff experience in the workplace.

We use rates of turnover and vacancy rates as indicators of possible issues along with gathered intelligence such as survey, interview and feedback from key groups (e.g. Practice Managers).

Intelligence from the Staff Psychological Wellbeing Hub shows the reasons that people are seeking help and the areas they are from. During 25/26 we will be measuring access to the Hub specifically for our general practice staff.

- If so, is this process undertaken by the ICB or a different organisation (please specify)?

For the General Practice Staff Survey the ICB team undertake logistics and awareness raising. The survey is managed by a national provider which is Picker.

Other measures are collated by Data teams and presented in a dashboard at the Workforce Implementation Group meetings.

- By what method/s is this information gathered?

GPSS and NWRS and data quality team

- Which metrics or indicators are used to measure workplace wellbeing amongst staff?

Questions within the GP Staff Satisfaction Survey.

- How often does each process occur?

The General Practice staff survey is annual. All other data is collected constantly with reports collated and presented to bi-monthly update meetings.

Q4.2 Are general practice staff within your ICS consulted on their workplace wellbeing needs?

- If so, is this process undertaken by the ICB or a different organization (please specify)?
- By what method/s is this information gathered?
- Which metrics or indicators are used to measure staff needs?
- How often does each process occur?

Not directly as individuals in primary care are employed by independent contractors. Our Training hub undertake an annual Training Needs Assessment and practices can identify if they need training in relation to wellbeing conversations.

Q4.3 Is there any further information you wish to provide on your ICB's approach to gathering data on wellbeing amongst staff working in general practice?

We analysed the templates returned under the Workforce and wellbeing Quality improvement metric in the 23/24 Quality Outcomes framework to inform activity and plans. These findings have formed the basis of future workforce and wellbeing activity such as Wellbeing ambassadors, updated resources and support on an intranet called P365 and tailored support for Practice Managers.

Q5 General:

Q5.1 If there is anything further you would like to add to your answers, please do so below.

Thank you for taking the time to complete this survey.

To request an internal review

You can request an internal review by contacting the Staffordshire and Stoke-on-Trent ICB FOI team by emailing; staffsstokeFOI@staffsstoke.icb.nhs.uk or by post to the address at the top of this letter within 40 working days of the initial response.

If you are not content with the outcome of your internal review, you may apply directly to the Information Commissioner's Office (ICO) for a decision. Generally, the ICO cannot make a decision unless you have exhausted the Staffordshire and Stoke-on-Trent Integrated Care Board's FOI complaints procedure.

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The ICO can be contacted at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF

www.ico.gov.uk

Yours sincerely

Paul Winter
Associate Director of Corporate Governance