

CASE STUDY



Bupa Cromwell Hospital

“Personally, I can’t see why an organisation wouldn’t want to go for the Investors in People Health and Wellbeing Award. The most valuable resource you have as an organisation (and often the most costly), is your staff. This award offers a fantastic opportunity to look at what you are doing to keep your staff, whom you expect so much from, happy, healthy and feeling valued so that they can deliver their very best.”

ANGELA CLARK-ROSSI, HEAD OF HUMAN RESOURCES

BACKGROUND: Health and Wellbeing Award

Size: 776

Sector: Health

Location: London

THE ORGANISATION

The Bupa Cromwell Hospital is based in the heart of Kensington and Chelsea, providing a wide-range of clinical expertise that attracts patients from around the world. It is internationally recognised for its clinical excellence in oncology, paediatrics, surgery and cardiac. It was first recognised as an Investor in People in March 1998.

THE STRATEGY

Bupa Cromwell Hospital has a history of caring for the wellbeing of its employees so that they can in turn provide exceptional care for their patients. This has created what people describe as ‘the magic of the Cromwell’. While levels of staff passion, loyalty and retention were already high, the hospital decided to work with the Investors in People Health and Wellbeing Good Practice Award in order to thoroughly embed their health and wellbeing approach within the business. This included establishing health and wellbeing on a people management and cultural level, as well as ensuring health and wellbeing was an area that was continually improved on.

Bupa Cromwell Hospital already had a wide range of health and wellbeing initiatives in operation

throughout the organisation, examples of which include:

- Private medical insurance : free Bupa healthcare insurance for employees and subsidised cover for their relations
- Access to occupational health and counselling support: including an on-site counsellor
- ‘Bike2Work’: an initiative which actively encourages staff to bike to work by supporting the purchase of bicycles through local suppliers with payable instalments
- ‘Bupa Runs’: encouraging staff to take part in nationally organised charity runs. This includes the provision of training to prepare for the event and paid registration costs
- Flexible working options: available across the wide range of professions employed at the Hospital
- Subsidised gym membership at a local Fitness Club

ANGELA CLARK-ROSSI, HEAD OF HUMAN RESOURCES, COMMENTS

I jumped at the chance to work with the Investors in People Health and Wellbeing Good Practice Award. Health is what we do, and this is as true for our staff as it is for our patients. Working towards the award sent out a clear and positive message of our high level commitment towards

our employees.”

In working towards the award, the Bupa Cromwell Hospital was able to show how health & wellbeing was integrated within many aspects of the organisation, including on a cultural and people management level:

- Line managers do everything, from talking to their employees about their health and wellbeing needs, to ensuring that every team member is treated as an individual and that they feel valued and recognised for their contribution, dedication and ideas.
- Health and wellbeing initiatives are communicated through various channels including interviews, induction, appraisals and our fortnightly staff newsletter.
- The hospital welcomes opportunities to celebrate as an organisation and promotes its successes, bringing staff together for informal social gatherings hosted by the CEO and the Executive Team

But the good work doesn't stop here. The assessment provided valuable insight into how the Hospital's health and wellbeing programme could work even harder. As Angela explains,

“The feedback from the assessor helped me focus on what we do. It made me realise just how much we do and that we need to do more to publicise our good work.”

THE RESULTS

The Bupa Cromwell Hospital evaluated its return on investment for the health and wellbeing initiatives undertaken. It measured information such as turnover and absence levels, occupational health referrals, incident forms and staff working flexible hours. From this evaluation the hospital could ascertain that factors related to the Investors in People Health and Wellbeing Award contributed to a reduction in staff turnover levels, which were down 7% to 14.6% in 2009.

ANGELA CLARK-ROSSI, HEAD OF HUMAN RESOURCES, COMMENTS

“If you consider that our average salary at the hospital is around £30,000 per annum and you factor in the costs of recruitment and induction training, it is easy to see how improving staff retention rates through an effective strategy that includes an employee health and wellbeing plan can yield significant cost savings.”

As a result, the Hospital will now ensure that its holistic approach and commitment to employee health and wellbeing is robustly managed and further opportunities for developing our strategies under this important subject are fully explored. It is anticipated that this will lead to an even greater, shared understanding and take up of the health and wellbeing initiatives available to all employees.

The great work that Bupa Cromwell Hospital has done to achieve this award will also count towards its future assessment against the wider Investors in People framework later this year.