

High Quality Care for Patients through Exceptional Care for Staff: UCLH Staff Engagement and Wellbeing Success Story

PEN National Award 2025 - Award for Staff Engagement and Improving Staff Experience

Jane Keep: Head of Staff Experience, UCLH

Faith Warner: Staff Wellbeing Programme Manager, Staff Experience

uclh



Heartfelt thanks

- ★ To Picker for the Award - many many thanks!
- ★ To the UCLH Charity for Supporting the Be Well Programme
- ★ To our courageous and passionate staff for sharing their voices throughout the journey

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Wellbeing at UCLH



Staff Experience & Be Well

Staff Psychology & Welfare Service



Occupational Health & Physical Activity



Arts and Heritage & Culture Club



Wellbeing Champions

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Staff Development

Staff Spa & Volunteers Services



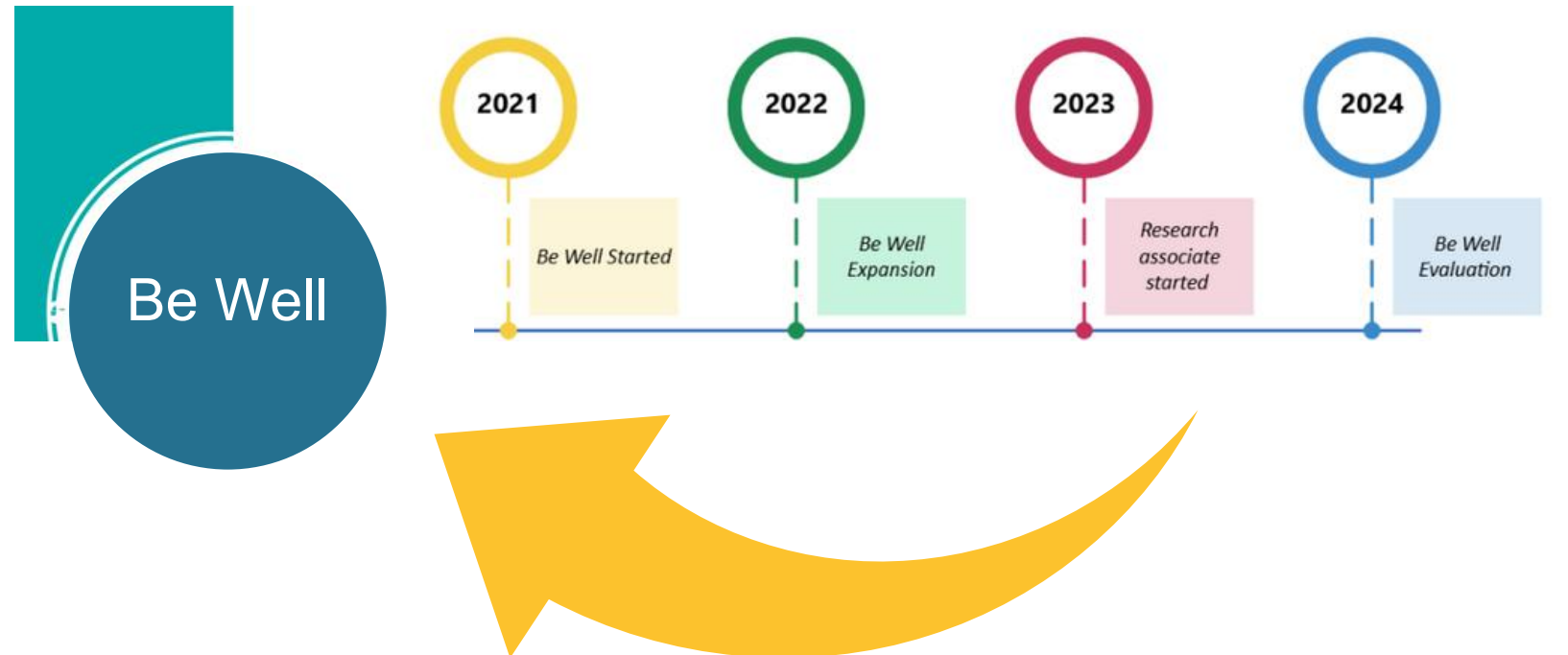
And many more... ³

- ★ To our hard working wellbeing teams for their extensive collaborations and contributions

- ★ Our enthusiastic and motivated Wellbeing Champions and ambassadors for unwavering motivation to create a culture of wellbeing at UCLH that will last for many years to come.

The journey

Looking back over the last 4 years



In 2025



Number one recommended place to work in England
for general acute and acute/community trusts

UCLH and the wider NHS has continued to face challenges over the last year (2024), with rising pressures on services, however despite this:

- 80 per cent of our staff would recommend UCLH as a place to work (77 per cent in 2023)
- 88 per cent of staff responded to say the care of patients/service users is the organisation's top priority (86 per cent in 2023)
- 86 per cent of our staff said 'if friend/relative needed treatment, they would be happy with standard of care provided by the organisation' (86 per cent in 2023)

UCLH top acute teaching trust in new national rankings

📅 09 September 2025

We're proud that UCLH is ranked number one of all acute teaching trusts in new national league tables published today.

The National Oversight Framework (NOF) is a set of criteria that NHS England will use to assess the performance of trusts. An interactive performance dashboard linked to the NOF is published [here](#).



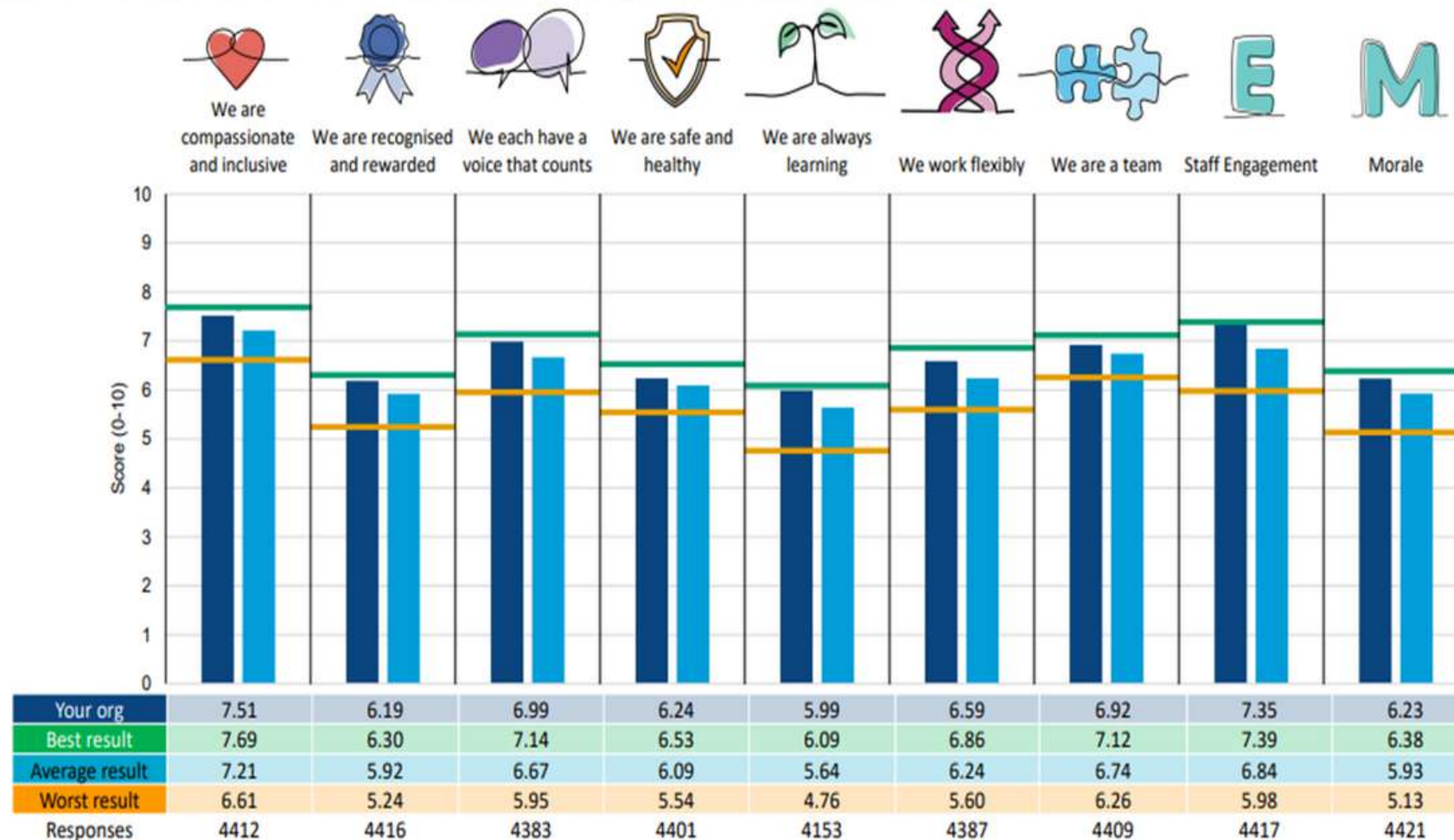
In 2025

University College London Hospitals

NHS Foundation Trust

Results from the 2024 Staff Survey

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



UCLH is above the average for all People Promise themes and has increased its scores in each of them and has the highest scores against all elements of the People Promise in the Shelford Group.

In 2025

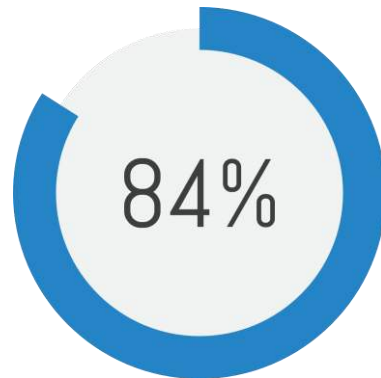


UCLH among top performing trusts in CQC adult inpatient survey

📅 10 September 2025

UCLH has achieved excellent results in the 2024 National Adult Inpatient Survey, with patients rating their overall care 8.4 out of 10. This gives UCLH the second highest score of London's acute teaching hospitals.

We were also joint second highest of the Shelford Group – the ten largest teaching and research hospitals in England.



Happy staff equal happy patients

By Stuart Shepherd | 17 July 2008

Healthcare organisations with happy staff are more likely to have satisfied patients, the Healthcare Commission has revealed.

In 2024

UCLH wellbeing programme wins HPMa award

We are proud to share UCLH has won an HPMa award for wellbeing, recognising the incredible work of our staff experience, SPWS, staff development and workforce colleagues.



Our winning project – Transforming Workforce Wellbeing: Be Well's Holistic Health Strategy taking UCLH 'to the top' – won in the HPMa Award for Wellbeing category. Generously funded by UCLH Charity, the project is led by Jane Keep, head of staff experience, with support from Faith Warner and the staff experience team, Lisa Monaghan and the Staff Psychological and Welfare Service (SPWS), Staff Development, Occupational Health and many other workforce colleagues.



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Robert Blaze • 11 months ago

Amazing! Well deserved you fantastic people! 🍌🍌🍌

Like Reply



Ashir Shah • 11 months ago

Amazing congratulations. Well done to the whole team.

Like Reply



Alice Roberts • 11 months ago

Amazing! Congratulations! So well deserved.

Like Reply



Geraldine Allen • 11 months ago

How fabulous - Congratulations!

Like Reply



Meena Patel • 11 months ago

Very worthy winners indeed! Congratulations and thank you for all your support to Critical Care since the pandemic.



Shirley Parker • 11 months ago

Well done everyone that your hard work has not gone unnoticed! 😊

Like Reply



Sam Coombs • 11 months ago

Congratulations Jane and team on a well deserved win - you all do such a great job to make UCLH a great place to work.

Like Reply

In 2024

A word from our Chief Executive & Executive Lead

During, and post the Covid-19 pandemic, it was clear that a variety of health and wellbeing initiatives were required to support staff. When I took up my post of Chief Executive at UCLH, UCLH charity generously funded a £1million Wellbeing Programme called Be Well. The Be Well programme was based on feedback from our staff as to the health and wellbeing initiatives that they requested to support staff recovery following the pandemic.

I am delighted to see, through this thorough two-year evaluation of the Be Well programme, the positive impact it has had on staff at UCLH.

Due to the success of the programme, and the funding support of both UCLH charity, also supported by UCLH, we have been able to offer staff a broad range of health and wellbeing initiatives which have continued for over three years.

We will continue to ensure staff health and wellbeing remains a key priority for all our staff at UCLH, through the delivery of the UCLH Workforce and Organisational Development Strategy, and the UCLH Strategy.

Thank you to UCLH charity for their generous support with this programme and thank you to UCLH managers and staff for their work to support staff health and wellbeing.

David Probert
Chief Executive
Honorary Professor
UCL Global Business School for Health



As Executive Lead for Staff health and wellbeing I am proud of all the work that UCLH has been able to achieve during, and post the Covid-19 pandemic, to support our staff. Through the Be Well programme - generously funded by UCLH charity, and UCLH - we have been able to offer a range of health and wellbeing initiatives; many of which, through the positive impact they have had, continue to be available to our staff.

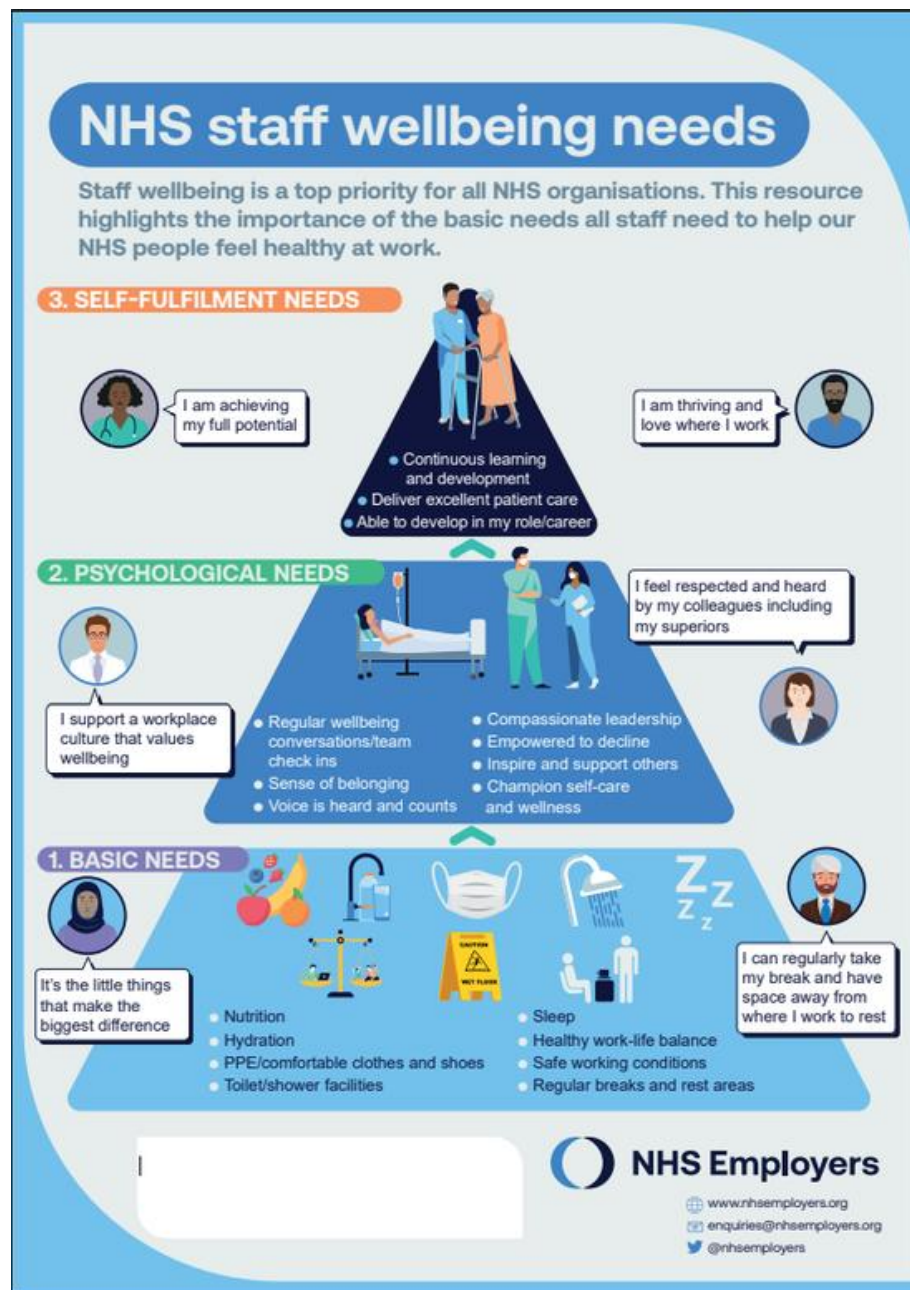
Be Well is now a national award-winning programme, (HPMA Staff Wellbeing Award winners 2024 and HSJ Staff Wellbeing Finalists 2024) which has touched thousands of our staff, and which has also enabled us to refine and develop the current and potential future wellbeing initiatives for our staff. We also know we have been leading the way in the NHS, regarding the depth and breadth of evaluation we have undertaken of this programme. Through our staff survey results for the past few years, our health and wellbeing scores continue to improve.

I look forward to continuing to support staff health and wellbeing at UCLH and continuing to monitor and evaluate the impact of these initiatives, given the ever-changing needs of staff who are working in the NHS.

Thank you to the Workforce Team, and all the UCLH teams and colleagues who have worked collaboratively together on the Be Well and related staff health and wellbeing programmes.

Liz O'Hara
Chief People Officer
UCLH & Whittington Health
Executive Lead for Staff Health and Wellbeing at UCLH





2021-2024

WHAT did we do different?

2021-2024

HOW did we do it?

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NHS Foundation Trust

Be Well Workstream Aims

Being Well

To grow and embed a culture of wellbeing across all departments, promoted by localised wellbeing programmes led by the Wellbeing Champions (WBC) network.

Communicate Well

To promote and support communication skill development for staff to improve the working environment. Supporting mediation, conflict coaching, active bystander and mindful communication.

Eat & Hydrate Well

To increase equitable access to sustainable nutrition and hydration services which adequately/suitably meet the diverse/basic needs of all staff at UCLH.

Feel Well

To improve psycho-emotional and social wellbeing through increased access to confidential mental health support and wider support services.

Finance Well

To increase staff awareness of, and access to, appropriate financial services and offers by collating and signposting staff to appropriate financial resources and promotions to support with the cost-of-living crisis.

Lead Well

To improve the wellbeing of line managers and teams through improved communication, training and peer support.

Relax Well

To create joy at work and enhance working relationships by providing staff quick and easy access to funds of up to £500 to support team activities, events, recognition awards of their choice that promote workplace wellbeing.

Rest Well

To ensure basic needs are being met by uplifting staff room areas with items and equipment of staff choice. Enabling equitable access to break space standards across UCLH sites.

Share & Support

Funding a Schwartz co-ordinator role to organise and facilitate rounds more effectively and in turn increasing the number of rounds and reaching more staff to come together and share experiences and learning.

Work Well Anywhere

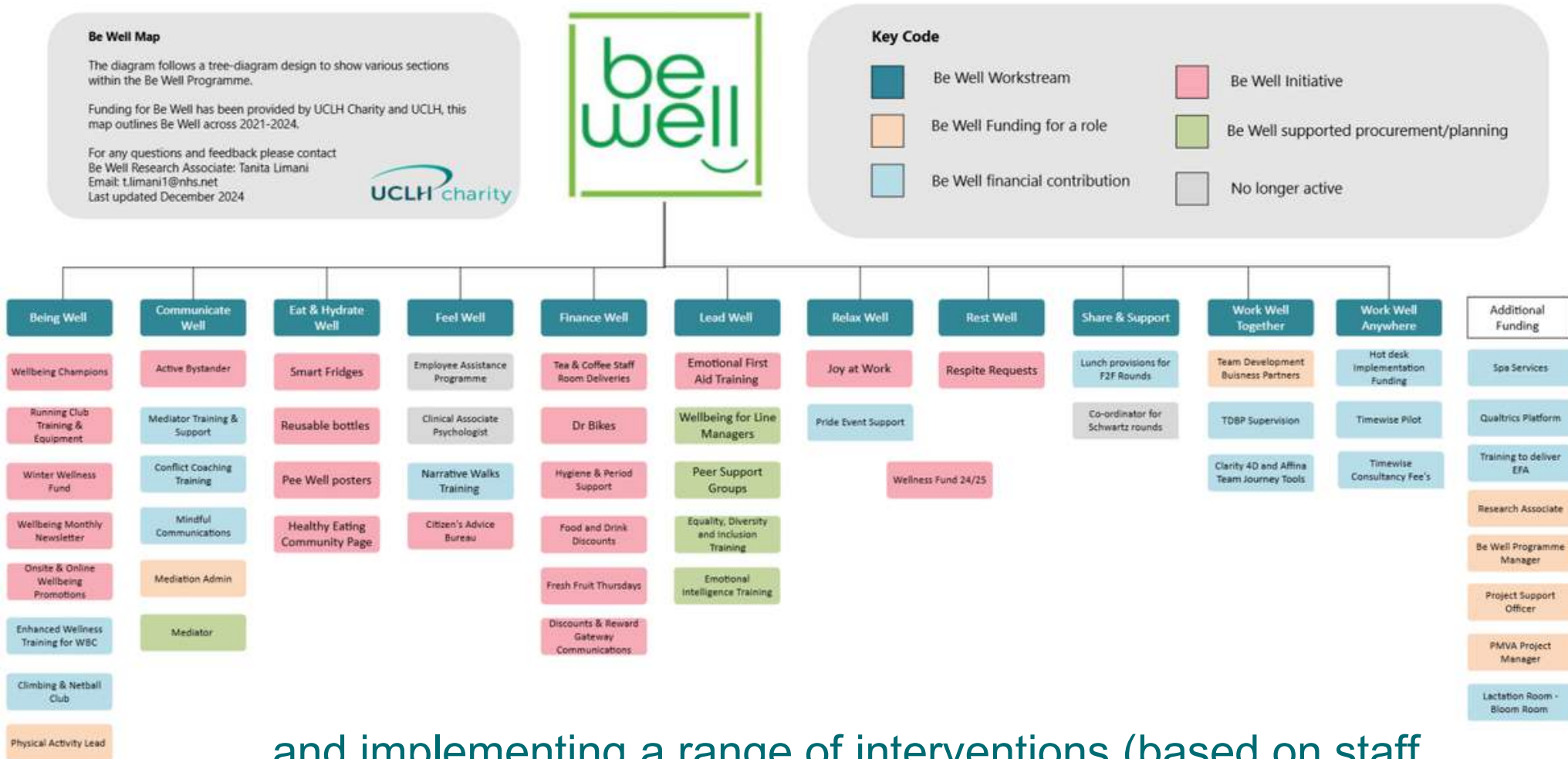
To support the Trust in providing flexible working to all. Be Well has contributed to the investment of the Cloud booking (hot-desk) system and Timewise pilot to support both clinical and non-clinical staff with flexible working.

Work Well Together

Funding of two Team Development Business partners who launched the Team Development Service, to enable effective post-covid recovery by supporting clinical and non-clinical teams across UCLH to work well together.

2021-2024

HOW? Recognising one size does not fit all...



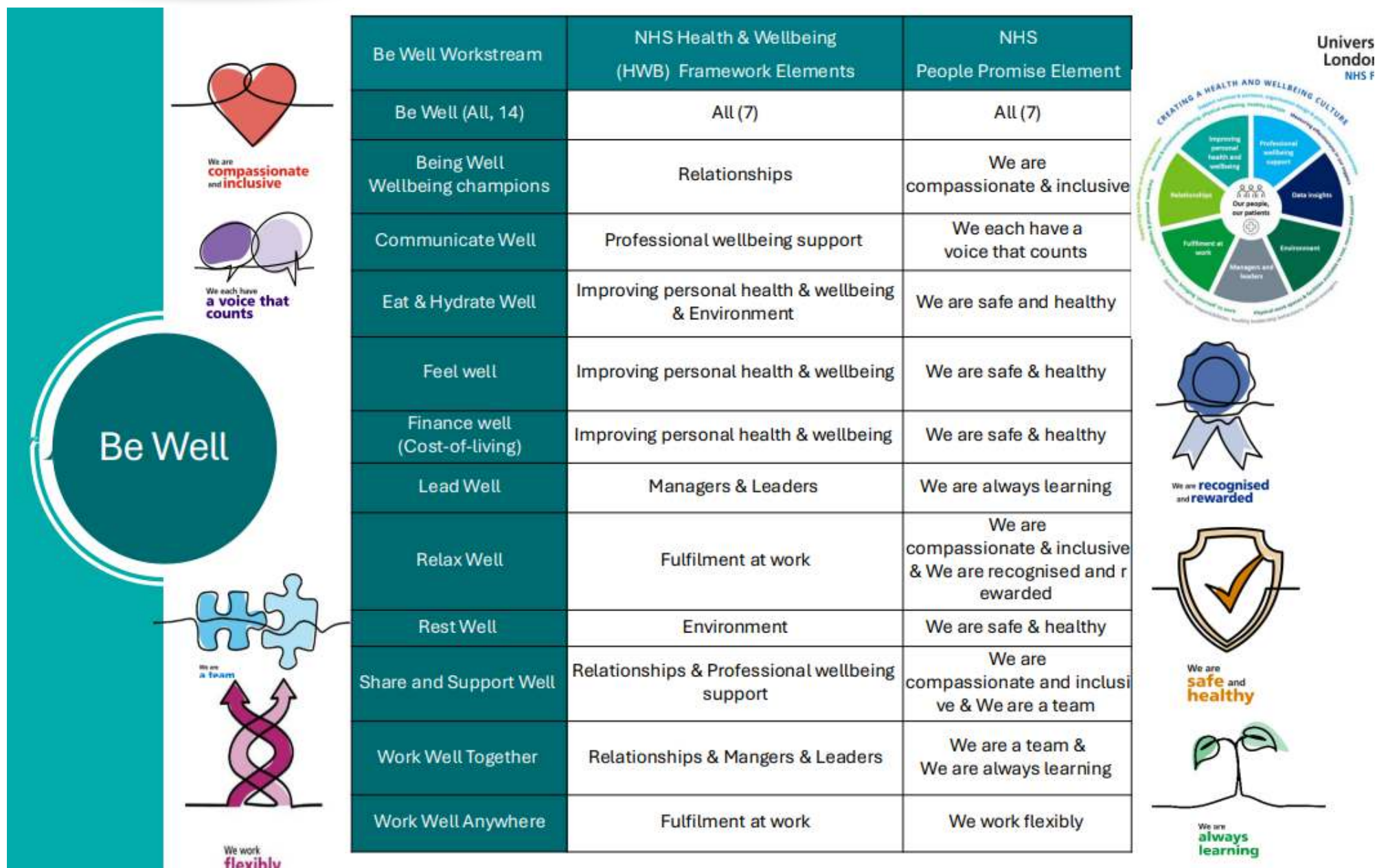
...and implementing a range of interventions (based on staff voices) to meet our staff's diverse needs

2021-2024

WHY does it work?

University College London Hospitals

NHS Foundation Trust



2021-2024

WHERE has it made a difference?

1. Being Well: We have **600% (n=320) more WBC**, representing 100% of divisions, leading a growing wellbeing culture. **1.5% improvement in staff reporting UCLH's positive action on Health and Wellbeing** (2023-24 NHS Staff Survey)

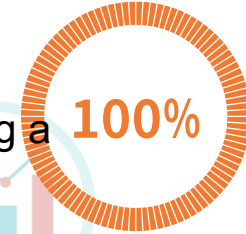


2. Communicate Well: Trained UCLH mediators and mediation leads, have increased mediation delivery by 250%. Thousands of staff attended difficult conversation skills practice, Active Bystander Training and 1:1 conflict coaching (n=256).

3. Eat/Hydrate-Well: Twelve 24/7 smart fridges were rolled out. A pilot survey of two high pressure areas showed a **74% improvement in out-of-hours food accessibility** (compared to 2021), with **89% of respondents expressing a positive impact on their wellbeing**.

4. Finance-Well: 15 financial wellbeing interventions have been implemented. 125,000 50p hot drinks/meals have been provided. 83% of survey respondents reported an impact on their wellbeing – feeling valued, saving money, and supporting social interaction.

5. Relax-Well: 217 teams involved, with feedback indicating a **positive impact on Staff Experience (96%), Morale (98%) Wellbeing (97%)** a sense of enhanced team bonding, wellbeing, and patient care.



2021-2024

WHERE has it made a difference?

6. Rest-Well: 125 team requests, benefiting staff across multiple sites, showed an overwhelmingly positive impact on Staff Experience (96%), Morale (98%) and Wellbeing (97%) with staff expressing they now more likely to rest, eat well and socialise between shifts.

7. Lead-Well: Piloted positively rated new wellbeing training and resources for managers with **5.3% improvement in staff 'feeling that their immediate manager takes a positive interest in their Health and Wellbeing' (2021 - 2024 NHS Staff Survey)**

8. Feel-Well: Supported UCLH SPWS to increase 1:1 clinical appointments by 50.4% and other clinical activities by 47.3%. Wait times reduced from 20 days to 4 with staff expressing the service to be "invaluable to the trust". New 3-days a week Citizens Advice Camden Service for Staff, yet be evaluated, which is well used and received well.

9. Work-Well-Anywhere: Since implementing the Flexible and Remote Working Policy and desk booking system, **more staff feel that UCLH is 'committed to helping staff balance work and home life' (9.8%)** and are satisfied with opportunities for flexible working patterns (4.51%) (2021-24 NHS Staff Survey).

10. Work-Well-Together: 68% of Divisions have benefitted from bespoke team development support. We are a team' people promise increased from 6.1 to 6.92. between 2021 and 2024 (NHS Staff Survey).

What a huge difference we can make when we put staff at the heart of what we do



