

EMERGE

2018-2021

A CREATIVE WELLBEING PROGRAMME FOR NHS STAFF

EVALUATION

AUTHORS: SARAH BENNETT & ONCA TRUST, 2021

O N
C A



CONNECT
3Ts Hospital Redevelopment
Public Art Programme

Brighton and Sussex
University Hospitals
NHS Trust



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IMAGES: ALL IMAGES ORIGINATE FROM THE EMERGE TEAM UNLESS OTHERWISE STATED

O N C A

O N C A is a **Brighton** based **arts charity** that **bridges social and environmental justice issues with creativity**. Emerge was managed by **Lu-Lu Evans** & overseen by O N C A's Co-Director **Persephone Pearl**. O N C A commissioned **Sarah Bennett** as Emerge's Lead Artist.

SARAH BENNETT (LEAD ARTIST)

Sarah is a **visual artist & experienced facilitator** with an **MA in Inclusive Arts Practice**. She's passionate about creating **spaces for connection** and believes creative encounters can **change the way we see the world & each other**.



IMAGE: ANTHONY THORNE

Emergence: At a Glance

PURPOSE

To offer a **programme of creativity** to **improve NHS staff morale and wellbeing** during a significant hospital redevelopment.

AIMS

- **Improve morale of staff** engaged in the programme
- Support staff as they go through a **process of transition**, from the **old hospital to the new**
- **Create something for the new building** to benefit staff

LOCATION

Brighton and Sussex University Hospitals Trust (BSUH)

Brighton, East Sussex: Royal Sussex County Hospital (RSCH)

Haywards Heath, West Sussex: Princess Royal Hospital (PRH)

DATES

June 2018 - January 2021 (2 years, 7 months)

PARTICIPANTS

500+ NHS Staff (BSUH Trust)

KEY ORGANISATIONS & STAKEHOLDERS

ONCA (Arts organisation)

Willis Newson (Arts and Health Consultancy and Connect Producer)

CONNECT Joint Arts Group (Overseeing CONNECT Programme)

ONWARD ARTS (In-house arts programme at BSUH Trust)

FUNDING

Funder: BSUH Trust 3Ts Redevelopment (NHS)

Budget: £30,000

OUTPUTS

- | | |
|--------------------------------|-------------------------------|
| 4 'Culture Club' Newsletters | 1 Artists Community Open Call |
| 2 Jolly Tea Trolley Tours | 1 Public Exhibition |
| 20 Jolly Box Deliveries | 1 Online Gallery |
| 14 Creative Wellbeing Sessions | 1 Evaluation Report |
| 4 'Little Perk' Pop-Up Events | |

OUTCOMES

- Improved Staff **Morale & Wellbeing**
- Improved Staff **Relationships**
- Increase in **Sharing Positive Feedback** between staff
- Increased **Feeling of Being Valued** at work
- Increased Sense of **Fun & Joy**
- Increased Sense of **Relaxation, Calm and Release**
- Increase in **Creative Wellbeing Opportunities for Staff**
- Engagement with Local Artists and Arts Organisations**
- Visible Public Celebration** of NHS Staff
- Increased Visibility** for CONNECT & ONCA
- Learning** for Key Organisations

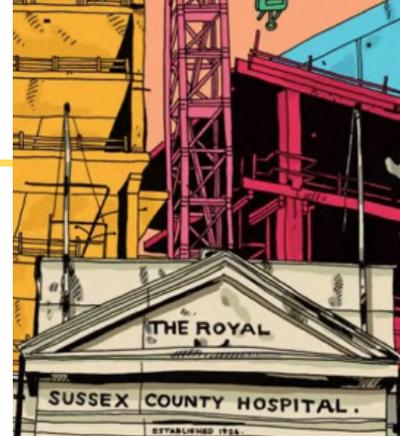


IMAGE: DANIEL LOCKE



IMAGE: JORDAN UWINS

Executive Summary



Emerge was a **multi-strand programme of creative wellbeing offers for NHS staff** delivered by **O N C A** (an arts organisation) at **Brighton & Sussex University Hospitals Trust June 2018 - December 2020**.

Emerge was commissioned to **improve staff morale and wellbeing during a significant hospital redevelopment. COVID-19 and delays to the transition** to the new hospital also affected staff and the programme. The five strand programme recorded **more than 500 contacts with NHS staff**.

This report seeks to share **transferable learning to inform NHS staff wellbeing projects** (not limited to those with a creative brief). A mixed-methods evaluation was conducted by the Emerge team seeking to **understand the value and wellbeing impacts of Emerge for NHS staff** and reflect on issues **affecting programme delivery**.

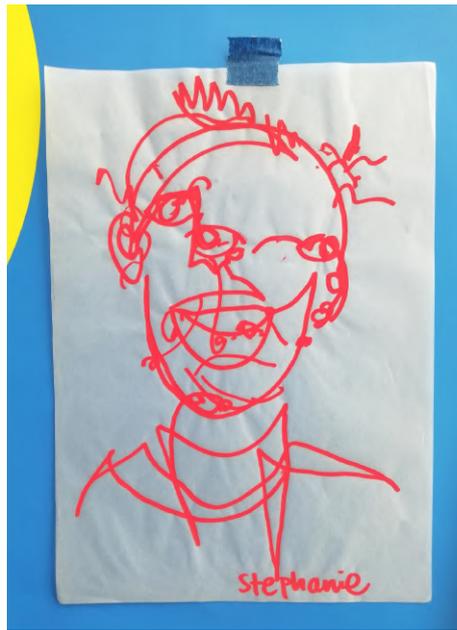
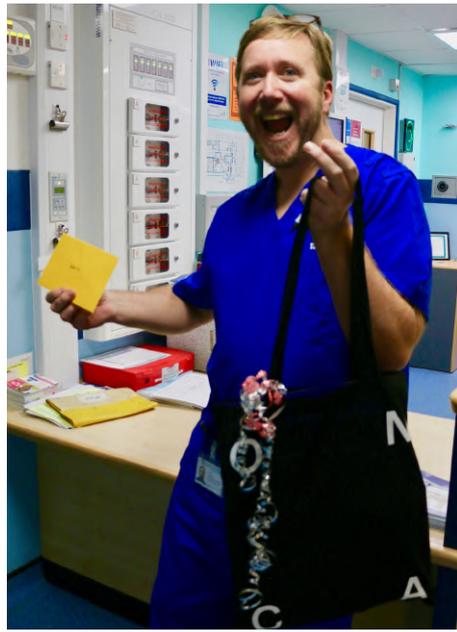
Discussions from findings include themes of:

- **Clear Need & Demand:** staff appreciated Emerge and considered it worthwhile.
- **Cultural Disruption:** the value of outsiders and changes of context.
- **Joy:** Its importance and how this can improve working relationships.
- **Relationships between staff:** the value of deliberate opportunities to connect, and mutual celebration.
- **Feeling Valued:** approaches with quality and skill increase sense of being valued.
- **Creativity:** how the programme navigated some resistance to this.
- **Managers:** their central role in programme engagement and staff wellbeing.
- **Local Incentives:** there are internal staff wellbeing champions whose vital contributions could be amplified.
- **Capacity & Priority:** lack of capacity within the NHS impacted this programme and staff wellbeing overall.

- **Realism:** in programme approach - it was resource intensive building and managing Emerge as an external organisation.
- **Communication:** the need for proactive, physical visibility & communications.

“It has been a challenging year. I feel it is so important, if we look after ourselves then we will look after our patients and each other better”

LEAD NURSE: SPECIALIST MEDICINE



Emerge was commissioned as part of **Connect, The Public Art Programme for the 3Ts Redevelopment of the Royal Sussex County Hospital** for Brighton and Sussex University Hospitals NHS Trust (BSUH).

The brief was for a **programme of creativity to improve staff morale and wellbeing**, engaging **all staff with an interest in taking part from across the Trust**, with a focus on **the 22 departments moving to the new hospital**.

01 IMPROVE MORALE OF STAFF ENGAGED IN THE PROGRAMME

02 SUPPORT STAFF AS THEY GO THROUGH A PROCESS OF TRANSITION, FROM THE OLD HOSPITAL TO THE NEW

- Deliver a number of **arts engagement opportunities** to **support staff wellbeing** between 2019 – 2020
- Engage a **minimum of 100 staff as participants** and **at least 200 staff as audience members**

03 CREATE SOMETHING FOR THE NEW BUILDING TO BENEFIT STAFF

- Deliver a legacy within the new hospital



As part of the wider **Connect** Programme, Emerge needed to respond to the **theme of connection, fostering a sense of belonging and community**, with 4 prompts:

- **Connect the Hospital**
- **Connect the Community**
- **Connect with Nature**
- **Connect with Place**



Emerge was commissioned to **improve NHS staff morale during the redevelopment of the Royal Sussex County Hospital (RSCH) site.**

- Key issues affecting staff (2018-2020) included: **Disruption from site redevelopment, Imminent change, uncertainty & delays, Local & national NHS Challenges, COVID-19**

HOSPITAL REDEVELOPMENT

In 2016, the 3TS redevelopment began at RSCH to replace all the buildings on the front half of the site with two new hospital facilities. Built nearly 200 years ago, many facilities at the RSCH have become **outdated, cramped and inadequate** with the redevelopment bringing **purpose-built, modern facilities. Throughout this change, with large scale demolitions and building works, all clinical services continue to run on site.**

As well as **building works disturbances**, the redevelopment also brings **changes to established teams and working practices**, affecting staff at both RSCH and PRH in Haywards Heath. Emerge was commissioned in recognition of the **wellbeing impacts on staff of this transition.**

WIDER CONTEXT

Emerge was also set against a backdrop of **existing funding challenges** and **poor workplace wellbeing** within the NHS nationwide. In 2018, challenges at BSUH Trust included rapid changes in leadership and operating under Special Measures.

During delivery, Emerge was also impacted by some significant context shifts.

DELAYS

It was anticipated the first phase of redevelopment would be completed in **early 2021**, with the new hospital opening. Emerge was planned to align with this transition with an aim to support staff through this process. Delays to build completion meant Emerge's **funding and delivery came to an end before this move took place**, with staff still uncertain of transition dates.

COVID-19

In March 2020 the situation for the NHS changed considerably. **Emerge paused** from March 2020 to July 2020 in light of the **pandemic** and **unprecedented pressure on NHS services.**

Whilst the majority of Emerge was delivered pre-COVID, the **final delivery phase and evaluation approach was adjusted** in response to additional challenges facing staff and the frequently changing safety regulations in place in the hospitals across Sussex.



**“I am affected by the transition in many ways:
room moves,
sea view blocked,
uncertain futures about
location, noise and dust
from builders, changing
environment...”**



**Also, excitement about
the new building: seeing
change before our eyes,
cranes lifting a set of
stairs, imagining being on
those stairs, spotting men
walking up and down the
cranes, looking for
female builders, watching
concrete dry, imitating
builders calls ...seeing
something being built
that will be here for many
years.”**

RESEARCH & DEVELOPMENT

The Emerge programme was developed in **direct response** to staff feedback gathered in 2018 by the project team.

130+

STAFF CONSULTED

- 85 feedback postcards
- 4 focus groups
- 6 conversations with managers
- 8 manager feedback forms
- 9 contextual conversations

3 ACTIVITY THEMES

Staff feedback postcards from 85 respondents highlighted preferences for opportunities to:

HAVE FUN &
LAUGH

73%

of respondents

RELAX &
REFRESH

69%

of respondents

LEARN NEW
SKILLS

52%

of respondents

What could be offered here to support you to be well & thrive?

Responses were focused around themes of

- **Connecting** with colleagues & team building
- **Spaces** for staff to **recharge**
- **Physical health, yoga and mindfulness**
- **Creative** activities
- **Feeling valued and recognised** (recurring theme in staff focus groups)

“We’re practical, not creative”

“I can’t even draw a stick man”

Many managers consulted were hesitant about an ‘art project’ with **concerns that something ‘too arty’ would be a barrier to engagement**. A common **assumption** encountered was that our focus would be **creating art with staff for hospital walls**.



What could be offered here to support...
 five? What creative activities or projects would you in this context?

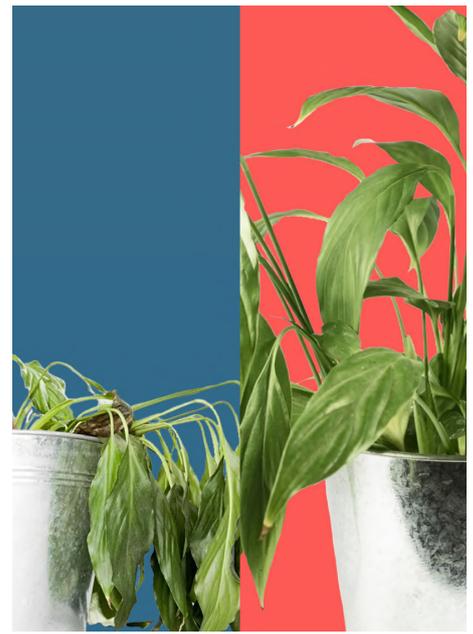
A quiet place to go to reflect and (properly) before going back to work.

I would be interested in the opportunity to (circle any that apply):

- Remember and celebrate the old buildings & their stories
- Be more mindful
- Learn new skills
- Relax & refresh
- Look at art/ learn about artists
- Be creative regularly
- Share stories & experiences
- Connect with other
- Be listened to and feel heard
- Connect more
- Create new work with an artist
- Explore feelings about
- Have fun and laugh
- Explore feelings about
- Is there anything you would like

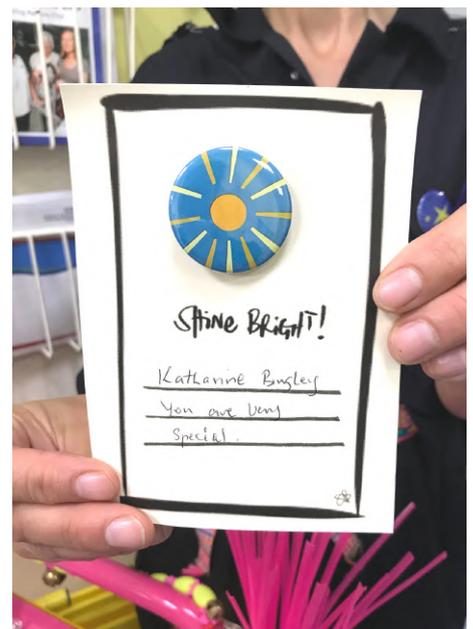
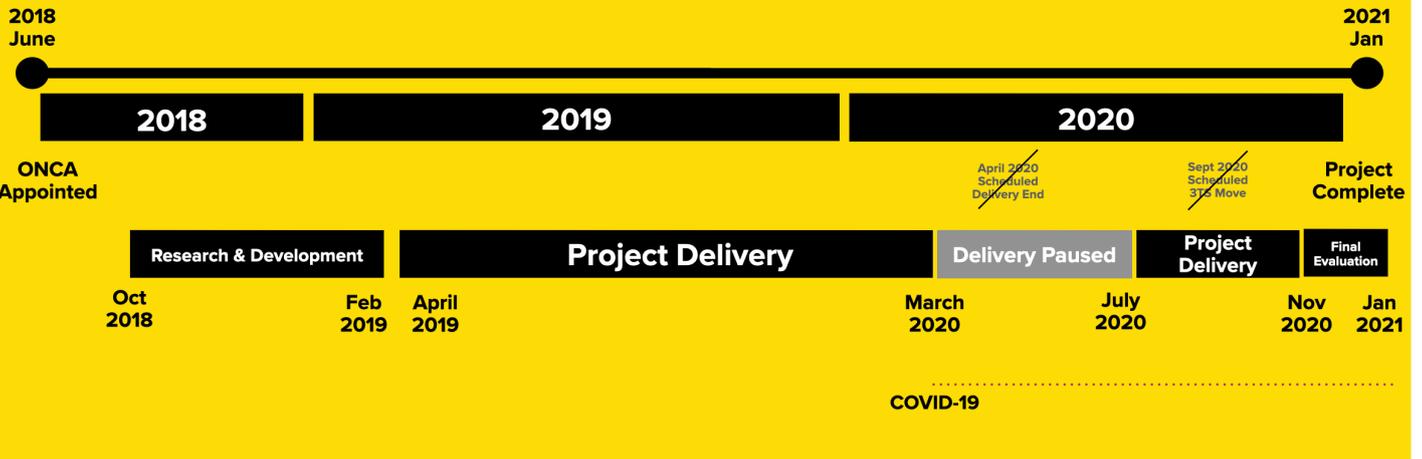
Tick here to be entered
 If you would like details here

Is there anything you would like
Group session



Project Journey

2018-2021



Programme Overview



Culture Club

A newsletter celebrating local culture, artists & opportunities, packed with fantastic competitions & discounts.

Entry level engagement with Emerge. Available to all staff. Connecting with activities outside work.



Jolly Trolley

A bright, playful tea trolley & performer visiting staff offering treats & jollity.

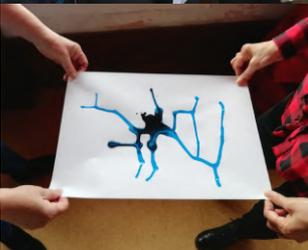
Available on targeted wards.



Little Perks

Pop up performances, wellbeing treats & surprises.

Available to all staff with focused promotion to targeted wards.



Creative Wellbeing Sessions

Bespoke creative sessions that managers could book for their teams.

Themes included Team Building, Relaxation & Spaces to Talk. Highest level of engagement with Emerge. Available for targeted wards. Option for sessions offsite.



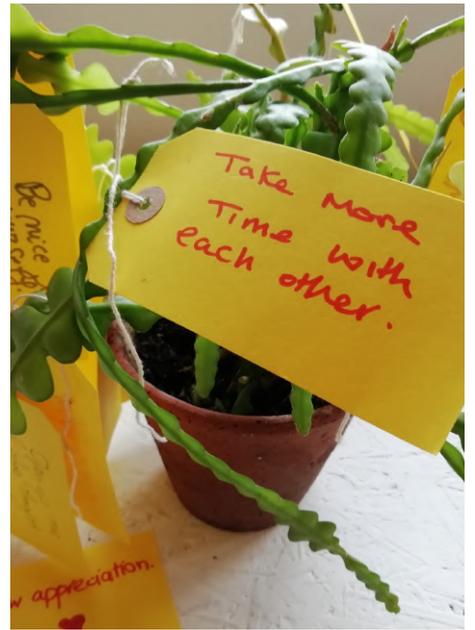
Artists Celebrate the NHS

Community Open Call for Artwork Celebrating NHS Staff. Artwork shared with BSUH staff via postcards, newsletters, ONCA's website & public window exhibition. Available to all staff & wider community. Additional strand in response to Covid 19.

Emerge was designed as a **multi-strand programme** with a range of considerations:

- Focus on **experiences for staff**
- **Different levels of engagement possible**
- Options to engage as **individual or team**
- Potential for a **journey of engagement**, through programme layers
- **Approaches for all**, regardless of perceived creativity
- Suitable for **hospital context, site limitations & staff time restrictions**
- Designed for **visibility to provoke dialogue about staff wellbeing**
- **Some targeted offers for 22 departments** most affected by the move

For further details on Targeted Departments see Appendix.



500+
NHS Staff encounters with Emerge



Culture Club

A newsletter celebrating BSUH staff, local culture, artists and opportunities, packed with staff competitions & local discounts.

Culture Club

4 Issues Published 2018-20

1250 Copies Printed

? Readership

As digital versions were circulated through internal communications channels, we were not able to gather data on readership. We know **BSUH Trust employs over 7000 staff.**

Responding to...

3 Key R&D Themes: **Have Fun & Laugh. Relax & Refresh. Learn New Skills**

During R&D staff said they wanted:

"Local discounts, memberships" "Informally connect with other staff"

"Recreational things out of work to enjoy with friends & family"

They also acknowledged: *"Value of activities outside work"*

"Limited financial resources to enjoy yourself"

Culture Club aimed to...

- Inspire staff & make them feel valued
- Celebrate staff creativity
- Raise awareness of cultural offers locally & within the Trust
- Develop links between BSUH staff & local cultural organisations including ONCA
- Raise awareness of the Emerge & CONNECT programmes

Content Included...

- BSUH staff stories/ projects
- Creative prompts
- Cultural events 'What's On?'
- News from Arts & Health field
- Staff artists
- CONNECT artists
- Cultural Discounts
- Competitions

Distribution

- **All issues** shared digitally via ward managers, Trust Communications and Health & Wellbeing departments
- **3 issues printed** & delivered to 2 hospital sites
- **Final issue: Digital distribution only** (during COVID-19)

"I've just read Culture Club and thought it was amazing. I didn't realise there was such an initiative within the hospital but think it brings a much-needed bit of creativity and connection."

Jolly Trolley

A bright playful trolley delivering treats and jollity to staff on targeted wards.

Our final 2 scheduled Jolly Trolley visits were cancelled due to COVID-19. Instead we put together Jolly Boxes of delights which were hand delivered to staff on targeted wards.



200+ Staff visited by the Trolley

Jolly Trolley visited **20 targeted wards** across **2 hospital sites**

c.300 Staff benefited from a Jolly Box

Jolly Boxes were sent to the same targeted wards as the Jolly Trolley but had a greater staff reach as treats remained on wards across shift changes.

420 Cupcakes eaten!

Responding to...

2 Key R&D Themes: **Have Fun & Laugh. Relax & Refresh**

During R&D staff said they wanted:

"Cake and tea day during the week"

"Opportunities to de-stress and take a moment"

"Go home a little bit happier"

The Jolly Trolley aimed to...

- Create a **positive shared experience & talking points between staff**
- Encourage **joy, playfulness and a culture of celebration**
- **Visibly celebrate staff & demonstrate a commitment to their wellbeing**
- Raise **visibility & share info about Emerge**

Treats included...

- Locally made **cupcakes**
- **Badges of Celebration** for staff to give each other (bespoke, artist designed)
- **Artists' postcards** (from our Community Open Call)
- **Prize draws**
- **Luxury chocolates (donated)**
- **LUSH products (donated)**
- **Stationery**
- **Peppermint Mints**
- **Bird & Blend Tea (donated)**

"It brought a lot of smiley faces and happiness...

It means so much to the team to think someone appreciates all the hard work they do on a daily basis."

MANAGER, NEURO THEATRES

Little Perks

The Little Perks programme was a series of free pop-up wellbeing interventions for staff.

Pop-ups included...

- **Surprise harpist** in the cafe at lunchtime
- **Free massage & wellbeing event**
- **'Make your own smoothie' bike**
- **Festive wreath making workshops**
- **Cupcake giveaways**

99

Staff connected with a Little Perk

- 17 Enjoyed a free 25 minute massage
- 40 Listened to a live harp performance (& 4 staff tried playing the harp!)
- 20 Had a smoothie
- 22 Made a festive wreath

Responding to...

2 Key R&D Themes: **Have Fun & Laugh. Relax & Refresh**

During R&D staff said they wanted:

"Opportunities to de-stress and take a moment"

"Go home a little bit happier"

Little Perks aimed to...

- Offer **unexpected moments of joy & relaxation**
- Create **positive shared experiences & talking points for staff**
- **Visibly celebrate staff** and demonstrate a **commitment to their wellbeing.**
- **Raise visibility & share information** about Emerge



“What a treat, a bit of relaxation and massage has really made my day. As a radiologist I carry a lot of tension in the shoulders. This really helped!”

Creative Wellbeing Sessions (CWS)

These were arts based workshops, which managers could book for their team, facilitated by Sarah Bennett.

Accessible sessions focussed on Team Building, Relaxation and Creating Spaces to Talk with no artistic experience required.

14 Sessions delivered

10 to targeted departments.

5 Sessions cancelled

Scheduled & cancelled by ward managers.
2 due to COVID-19.

94 Staff took part

Bespoke design

Sessions were offered flexibly and designed specifically for each team's needs. Timings ranged from **30 minutes to 4.5 hours** with group sizes ranging from **2 to 20!** They were hosted both **on and off site**, using ONCA Barge at Brighton Marina as an alternative space.

Responding to...

3 Key R&D Themes: **Learn New Skills, Have Fun & Laugh, Relax & Refresh.** Plus 2 Additional Themes: **Be Listened to & Feel Heard, Be More Mindful**

During R&D staff said they wanted:

"Group activities, days out, team building"

"A chance to discuss how we are feeling about the move"

"Space and time to be creative and work with our colleagues in a different context."

Sessions aimed to...

- Strengthen teams
- Develop skills
- Create positive shared narratives
- Support more empathic, multi-dimensional understandings of each other
- Offer practical creative wellbeing tools



“I feel truly mellow inside, first time in ages”

“Very grounding. I feel so much calmer now and want to incorporate more craft into my self care”

Artists Celebrate the NHS

COMMUNITY OPEN CALL

ONCA collected artwork from the local community to share with BSUH staff in Autumn 2020.

29

Artists celebrated the NHS

Submitting **55 artworks of impressive quality** to our Community Open Call

300

Artists' postcards shared

10 selected images distributed to BSUH Staff via Jolly Boxes

2

Public galleries

1 window exhibition on ONCA's Barge (7 prints) ,
1 online via the ONCA website (36 images)

The wide range of work from local artists was also included in the final issue of **Culture Club**, with a **bumper gallery edition including quotes of appreciation from the artists.**

3

Generous donations

Artists **Sam Ayre, June Hall and SPECTRUM** photographic printers made **unexpected donations for the benefit of NHS staff**, including a limited run of **artist prints, a weaving and a set of photographic prints.**

Responding to...

- COVID-19 pandemic
- Public appetite to celebrate the NHS
- Awareness of winter pressures amidst a pandemic

Aimed to...

- Celebrate NHS staff
- Share creative gratitude from Sussex's community with local NHS staff
- Make new connections between BSUH & local artists



IMAGE: CAROLINE BUDDEN

“It's great to be part of a thank you to a great bunch of people.”

ZAID SETHI, ARTIST

“I am delighted that your project is going ahead and hope it will be well received.”

JULIEN MASSON, ARTIST



Things like this makes me feel so valued at work. Thank you for doing this.



Thoroughly enjoyed this session. It was a real break for the brain, where I could just push work related stuff to the back of my head for a moment. And it's just great to get back to do some art again!

Findings & Learnings

wreath making. 12/12/19
Fabulous, - team building, confidence building and fun. Was great to get out and do something to re-charge our batteries when so much of what we do Monday is draining physically + mostly mentally. Loved it. 😊



Really enjoyable - you don't need to be artistic - just have a good laugh & listen. Thank you 😊



IMAGE: MARY ROUNCEFIELD

Evaluation Methodology

A mixed-methods evaluation was conducted in-house by Emerge's core team (Sarah Bennett & Lu-Lu Evans). Jane Willis, (Director, Willis Newson) has provided external feedback to develop and refine this document. Seeking to **capture transferable learning for future NHS staff arts & wellbeing projects**, this evaluation strives to:

- Understand the **value of Emerge** for NHS staff
- Explore its **impacts on staff morale & wellbeing**
- Reflect on **the successes & challenges of programme delivery**

158

Staff views captured

142 FORMATIVE: DURING PROGRAMME

16 SUMMATIVE SURVEYS: PROGRAMME END

TOOLS USED & DATA COLLECTED

- **Records of** Activities, Attendance, Contacts, and Departments engaged
- **Open Prompts to Staff:** Written & Oral (Eg. Share your thoughts)
- **Incentivised Semi Structured Digital Survey** (Summative)
- **Semi-Structured Forms**
- **Records of unsolicited email feedback**
- **Critical Reflection** by delivery team - individually & collectively
- **Photographic Documentation. Samples in Appendix 2&3** of Summative Survey & Feedback Form.

APPROACH & IMPLEMENTATION

Data was explored with **rigorous critical interrogation, thematic analysis and reflective questioning** during Emerge and on its completion. An **internal evaluation** was our most **realistic option** given limited budget. We write as an **artist & arts organisation** bringing our skills & subjective sensitivities from this field.

With positive staff experience and wellbeing at the centre of the programme, methods for collecting data were often **light touch, with sensitivity to holistic experience**. E.g. After a massage, a gentle open invitation for written feedback was used instead of a form.

With the exception of digital surveys, all data was collected directly by the Emerge team which may have affected staff comments. Acknowledging potential for bias, we have endeavoured to conduct a balanced assessment.

CHALLENGES & THEIR IMPACTS

COVID-19 Due to complete in April 2020, delivery of Emerge was paused in March 2020, **severely impacting data collection plans**. Wide ranging summative data collection (inc. focus groups, case study interviews and follow up impact surveys) became inappropriate given pressures facing NHS staff. Our evaluation therefore **centres more heavily on formative data**, with a less than ideal summative data sample.

Our final survey, delayed until November 2020, also collected limited responses (16) given **barriers to timely circulation** due to Trust internal communications issues.

INCONSISTENT DATA SPREAD

Our data is not spread evenly across programme strands (Further details in Appendix 4). 50% of data from staff originates from Creative Wellbeing Sessions. Findings and Recommendations therefore reflect **deeper learnings in some areas of the programme than others**.

FINDINGS: OVERVIEW

- **There is a clear need & appetite for staff wellbeing offers**

100% staff surveyed agreed *The Emerge Programme offers things for staff that are worthwhile* (69% Strongly Agree) AND *The Trust should offer more wellbeing activities like this* (94% Strongly Agree)

- **Staff considered Emerge to be valuable & high quality**

100% of staff surveyed rated Emerge's activities as *extremely or significantly valuable to staff wellbeing*.

69% of staff surveyed gave Emerge a **five star rating for quality**

- **Emerge had a positive impact on staff morale & wellbeing**

Immediately after connecting with the Emerge Programme...

Total % Strongly Agree & Agree

I felt more connected to my colleagues

94%

69% Strongly Agree

I laughed/had fun

94%

69% Strongly Agree

I felt in a better mood than usual

94%

63% Strongly Agree

I felt less stressed than before I took part

81%

50% Strongly Agree

I learnt something new

81%

31% Strongly Agree

I felt more valued at work

75%

31% Strongly Agree

THEMES: FROM NHS STAFF

Through thematic analysis of staff responses to the programme, we identified 15 notable themes- these are grouped into 6 areas for discussion here.

CONTEXT & NEED: Workplace Challenge & Stress, Value in Change of Context, Appreciation for Offer, Demand - "More Please"

POSITIVITY & JOY: Morale Boosting/Positivity, Fun & Laughter

RELATIONSHIPS: Connection/Team Building, Value of Peer Positive Feedback, Consideration of Others/Empathy

VALUING: Feeling Valued. Delivery: Thoughtfulness/Detail. Delivery: Quality/Skill

RELAX & RELEASE: Relaxing/Calming/Release

CREATIVITY & SELF CARE: Self Care/Self Esteem, Creativity

Findings in Detail



CONTEXT & NEED

Workplace Challenge & Stress, Appreciation for Offer, Demand "More - Please"

Dialogue with staff and their feedback on Emerge gave us further insight into the context they are working in. **We heard repeatedly about challenge and stress.** We heard about staffing challenges, disruption from the build and disconnected teams.

"I just had a month off for stress. 8 staff in my team have been off with stress"

"Unfortunately we will need to postpone this whilst our ward is being renovated, our day room is out of action for a period of time and our staffing is very challenging currently. I will look at this again early next year (when the dust has literally settled)."

We didn't encounter any questions about whether Emerge was needed or was a good use of time or resources. **100% of staff surveyed felt the creative wellbeing sessions were a worthwhile use of time.***

We heard consideration of staff wellbeing was *"a refreshing change"*. Our R&D phase revealed a perceived lack of quality staff wellbeing offers (**people were unable to name a previously successful staff wellbeing offer**) and yielded many requests for initiatives that exist within the Trust (yoga, meditation etc) indicating **lack of awareness & uptake of existing offers.**

Data showed consistent **appreciation for Emerge and demand for more wellbeing offers.** *"I feel so lucky to have had the opportunity to take part and with no charge."* (Wreath Making Participant)

"MORE PLEASE, Loved it, very therapeutic, need weekly" (CWS participant)

"This is very worthwhile and should continue" (Programme Survey)

Emerge's ability to work **across bands - not focusing on staff at a particular level** - was well received. E.g. Senior staff expressed gratitude at being included in the programme.

Data from a limited sample of 12 Wellbeing Session participants* showed that **those who scored their overall wellbeing levels at work lower than 7/10, felt a more significant wellbeing impact from the session**, rating their wellbeing on the day of the activity **30-50% higher than usual.**

The majority of those who scored their wellbeing baseline 8/10 or higher did not increase this score on the day of the activity, **suggesting such interventions may have additional value for those with a lower sense of workplace wellbeing.**

"Life is so serious at the moment. Work even more so. I don't have the physical energy or mental capacity to do creative things when I get home, so to have a bit of it in work time is a gift from the gods."

*Data from Emerge Summative Staff Survey (limited sample: 16 Participants)

Findings in Detail



CONTEXT & NEED

Value in Change of Context

Some wellbeing sessions were hosted offsite. Staff noted the value in a shared change of scene.

"Beautiful boat, peaceful setting, really good for the mind and soul"

"It really helped getting away from the stressful work environment"

(CWS participants on ONCA's Barge)

Beyond the physical change in space, having an **external intervention (eg.harp player) or facilitator** offered an invitation for a **temporary change in culture**, disrupting established dynamics and norms through creativity.

"That's very soothing in a stressful environment" (Staff member listening to harp player)

Anecdotally we heard about many **long serving staff members**, and some **fixed dynamics** within teams. Staff appeared to value **light touch 'culture disruptions'** and some managers booked CWS for this specific purpose.

POSITIVITY & JOY

Morale Boosting/Positivity Fun & Laughter

"Oh my God, this is amazing!"

(Staff reaction to the Jolly Trolley)

"It brought genuine authentic joy"

(Jolly Trolley performer)

In our R&D phase the most popular request for Emerge was to **"Have Fun & Laugh"**. The Jolly Trolley brought many smiles of **delight**, and ward managers incessantly honked its horn. Staff views collected at Wellbeing Sessions reflect that the **more playful components** (such as the *uniform Razzmatazz Redesign & fashion show*) were frequently highlights. Their popularity indicated an **appetite for joy and playfulness**. Staff views also indicate the impact joy can have on wellbeing and connection, with ultimately **positive effects on working relationships**.

"It shows how important it is for us to have fun. The session allowed us to get closer as colleagues and as a result the team have been more likely to help each other, such as covering clinics."

In our final survey, 100% of staff felt the CWS improved team morale, and 92% of staff went home feeling happier that day.

The Jolly Trolley & Jolly Boxes elicited many positive responses. It appears these **short interventions provided staff morale boosts**.

"It boosted morale for all the staff in a challenging time. It helps to bond the team when we can all share something like this."

"A ray of sunshine into our lives"

"Things like this really make a difference."

Findings in Detail



RELATIONSHIPS

Connection/Team Building
Consideration of Others/Empathy
Value of Peer Positive Feedback

Feedback from Creative Wellbeing Sessions (CWS) consistently mentioned the value of connecting as a team and getting to know each other better. All survey respondents listed **connection as the most valuable thing** about the session.

People acknowledged the **importance of knowing each other better** and the positive impacts on their day to day work. *"I believe it has brought us back together, feeling stronger as a collective."*

"In the 13 years I've worked with this team this is the first team building session. I feel it's very valuable to take time 'away' from work...It helps us to bond."

We heard about **workplace barriers to connecting** as a team and how CWS offered a valued opportunity for this, **increasing connection and empathy.**

"It was great to spend some time together where we were not having to discuss work, as this is very rare. We do not have a staff room so we don't get to spend time like this together."

When asking what was the **most valuable** thing about CWS, we heard *"Finding out each other's skills and feelings"* and *"More knowledge about how my colleagues feel"*. People also appreciated *"time to give positive feedback to each other - it is not normally something that comes naturally within teams."*

The Jolly Trolley, CWS and the Community Open Call all provided opportunities for **sharing gratitude**. Staff acknowledged both the value of this and its lack within organisational culture.

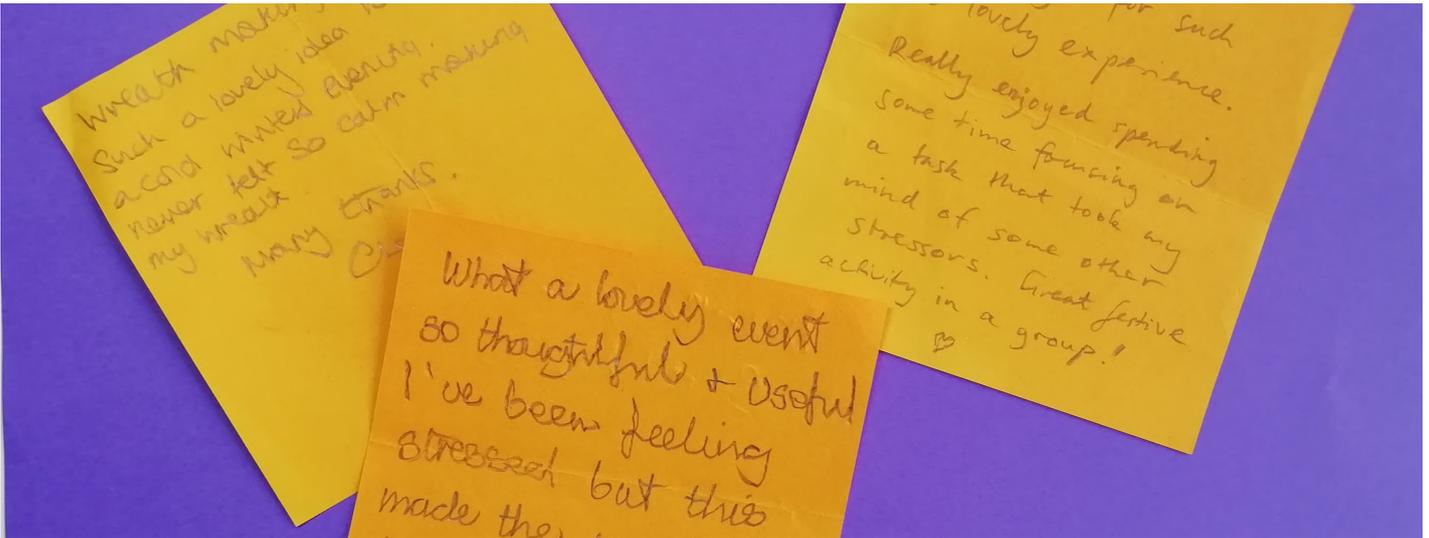
We witnessed the eagerness of staff to share "badges of celebration" via the Jolly Trolley. *"I want to give this to Dr Akori - to say you're the best. We all love him - he's the best."*

The Emerge team observed a **variety of dynamics** within teams, some with more positive relationships and empathy for each other than others. We heard that the **stressful environment could be a barrier** to knowing each other & positive relationships.

"Our team have a special and caring bond that sometimes gets lost in the stress of work." We heard that CWS offered **new ways of seeing each other.**

"I think people sometimes don't want to engage and have preconceived ideas about each other... A skilful, gentle & fun session, it really helped us see each other for what we are - great people"

Findings in Detail



VALUING

Feeling Valued

Delivery: Thoughtfulness/Detail

Delivery: Quality/Skill

Throughout Emerge we consistently heard that staff felt **valued and appreciated** as a result of programme offers.

"I feel grateful that we are being thought of" (Jolly Box Feedback)

"Things like this make me feel so valued at work." (Little Perk: Massage Feedback)

"So lovely I wanted to cry"
(Little Perk: Harp Feedback)

100% of staff surveyed (12) gave the **Creative Wellbeing Sessions** a **five star rating for quality**.

"I was surprised at the level of consideration and skill these sessions were put together with...I think I'm quite jaundiced and used to being told we can't do this and you can't do that."

"I wouldn't change a thing about those sessions, they were well thought out and I just felt spoilt"

Small details like high quality cupcakes and mulled wine brought **big smiles** and received lots of comments. We carefully curated **high quality** Jolly Boxes of gifts, based on 2 years' learning about what staff enjoy.

"It was so lovely, such a much needed boost! The teas are delicious, the Lush products incredibly thoughtful and the stationery is always needed!"

"Absolutely loved the coloured box itself, the gifts were all amazing, and just having this come to the ward cheers up the staff"

"So kind and thoughtful, variety of things that became very handy!"

It can be inferred that the **level of care and the quality of the experience offered directly affected the staff experience of feeling valued**. The Emerge team note that this approach was both more **time consuming and more expensive** to deliver but believe the associated **impact on staff experience made it worthwhile**.

RELAX & RELEASE

Relaxing/Calming/Release

More **embodied, absorbing & offsite** activities received the highest volume of comments about being **relaxing** (Massage, Wreath Making and offsite CWS). Wreath Making had the strongest theme of Relaxation of all the data. This 'Little Perk' was juxtaposed against Winter Pressures and offered an opportunity to work mindfully with natural materials.

"A brilliant relaxing thing to do after a busy day. Totally took my mind off everything except which shade of green would be best."
(Wreath Making Participant)

"It makes us feel appreciated, it's nice to know people are thinking about us"

JOLLY BOX FEEDBACK



candabytes We're absolutely thrilled our 'Connected Hearts' illustration is one of the artworks selected by ONCA @onca_arts Emerge project @connectartsBSUH to celebrate and show gratitude to our local NHS staff at @bsuhnhstrust Brighton and Sussex University Hospitals NHS Trust.

ONCA is a fantastic Brighton based arts charity that bridges social and environmental justice issues with creativity, and the Emerge project is a creative wellbeing programme led by ONCA for local NHS staff. A huge thank you to the project lead artist Sarah Bennett and everyone involved.



Liked by clarkes_of_sussex and 168 others

CREATIVITY & SELF CARE

Self Care/Self Esteem
Creativity

CWS data from our summative survey indicates that **wellbeing focused activities increased consciousness of wellbeing** at work. *It made me more conscious of my wellbeing at work, 100% Agree (67% Strongly Agree).*

*"Creating...gave me an **insight to how I've been feeling and how others feel.**"*

"It has definitely made me feel better today and given me ideas for balance in my life."

We heard both **uncertainty and appreciation for creative opportunities**. By offering sessions from a **wellbeing angle**, wider engagement may have been achieved. *"Anything to do with art I tend to shy away from...cause it wouldn't really be something I feel comfortable with, but I've actually really enjoyed it..."*

"Felt unsure about coming. Activities were interesting and made me think in different ways. Great session."

With the intention of being accessible to a wide range of staff, Emerge was designed to offer **experiences with an element of creativity** as opposed to more intensive art experiences such as life drawing. Feedback suggests this light touch approach was valued.

ADDITIONAL FINDINGS

ARTISTS CELEBRATE NHS

We found there was **compassion locally** for NHS staff and an appetite for actions supporting them *plus* support for Emerge. *"It's been an exceptionally harsh year for NHS staff...Your Emerge project is vital for helping staff morale and wellbeing during these challenging times."* (Artists: Canda Bytes)

Artists were interested in further opportunities to extend their support. *"I'm delighted your project is going ahead...If you have any other opportunities to help please let me know."* (Artist: J. Masson)

Several participating artists featured CONNECT & ONCA on their social media, **raising visibility with new audiences**.

CULTURE CLUB

"It's a great magazine promoting the other things people do outside of work, I think it's great to have the discounts & offers" (email from staff). We are unable to draw clear conclusions about the impact of Culture Club. As it was circulated internally, we lack figures on reach or readership.

Competitions and emails are our only data. Whilst email feedback was sparse yet positive, competition uptake was limited. We received a **total of 12 entries to our 7 competitions**. (Most popular competition: 5 entries. Two competitions had 0 entries.)

Researching and producing a high quality newsletter was **labour intensive**. We remain **unclear** whether the effort required was balanced by sufficient impact.

"We're delighted you decided to use our image...we love spreading positive ripples through our art."

Findings Highlights



- Staff considered interventions for their wellbeing to be a **worthwhile use of time**
- Staff **AT ALL LEVELS** engaged with and **appreciated** offerings for their wellbeing
- Wellbeing offers may have **additional impact and value for those with a lower sense of workplace wellbeing**. (Data drawn from a limited sample of Creative Wellbeing Session Participants)
- **Shared offsite experiences** are valuable to teams' & individuals' sense of wellbeing & connection
- There is value in **disrupting established dynamics and norms** which may come from **external facilitators, unexpected interventions & creativity or time offsite**.
- There is an appetite for **joy and playfulness**, which **boost morale**.
- Experiences of **joy and playfulness strengthen connections** between staff. This **impacts their behaviour at work as colleagues**.
- The **work environment can be a barrier to building connections** and **stress can negatively affect relationships**. **Stepping away** as a team with **dedicated time to connect** is valued by staff.
- Staff are **eager to celebrate each other**, but *some* reflect that this is **unusual in their workplace culture**.
- The **level of thought and quality of experience offered** *may* directly **affect the staff experience of feeling valued**.
- **Embodied, absorbing, & offsite activities** were considered **most relaxing** of the Emerge offers.
- Wellbeing activities may make staff **more conscious of their own wellbeing needs**
- Among local artists, there is an **appetite to support NHS staff**.
- It is unclear whether a cultural newsletter plus local incentives is an effective use of resources when seeking to improve staff wellbeing.



ONCA BARGE, BRIGHTON MARINA

“Being with my colleagues in a “normal” stress free environment away from the troubles of work and the difficulties we are under.

It was a wonderful day and one that I keep bringing to mind to help me through the difficult times we are now going through.

Certainly my relationships both personal and professional have improved since and that’s helped us through the COVID crisis.”

WHAT WAS THE MOST VALUABLE THING ABOUT THE CREATIVE WELLBEING SESSION? STAFF SUMMATIVE SURVEY RESPONSE



KEY LEARNINGS: DELIVERY

Reflective analysis of **delivery** by the **Emerge project team** identified a number of valuable learnings:

1

ROLE OF MANAGERS

Ward Managers were vital contacts in delivering the project and reaching staff. With many staff not using email, **managers were key conduits in both making opportunities known and making time available to participate.** We witnessed **vast disparities in engagement** with Emerge between managers. Some championed the project throughout; others did not engage at all. Whilst the project strands offered a range of ways to connect, **staff with engaged managers benefited disproportionately from Emerge.**

"I would have loved to have been part of more of the events! It wasn't so well publicised what it was or who for/why. Bosses don't explain or tell all staff."

We had some concerns that **Emerge wasn't able to reach the staff who would have benefited the most from a wellbeing intervention,** as their managers were not engaging with any correspondence around staff wellbeing. During the project we witnessed **the important role that managers play in developing the culture within a team, and how this impacts wellbeing.**

2

LOCAL CHAMPIONS & INITIATIVES

During the project, we met staff at all levels who had found Emerge independently, through word of mouth or wider staff communications and took a particular interest. We saw several staff acting as **informal wellbeing champions within their teams or networks,** notifying colleagues about Emerge opportunities.

Word of mouth was extremely valuable in broadening project reach. We also encountered other **staff led wellbeing incentives, often led by passionate pro-active individual champions** including one department (SHAC & Lawson Unit) aiming to become a flagship health and wellbeing department in BSUH. Their lead staff member told us:

"Improving our own wellbeing translates into better team work, lower rates of absenteeism, lower staff turnover, reduction in burn-out and ultimately better patient care."

3

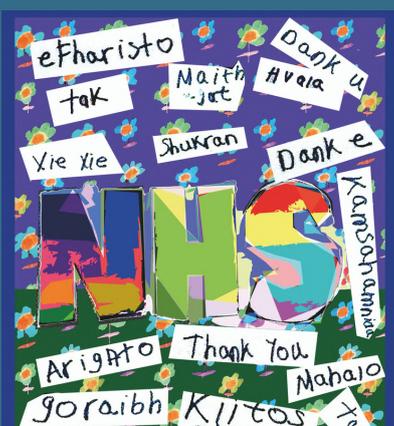
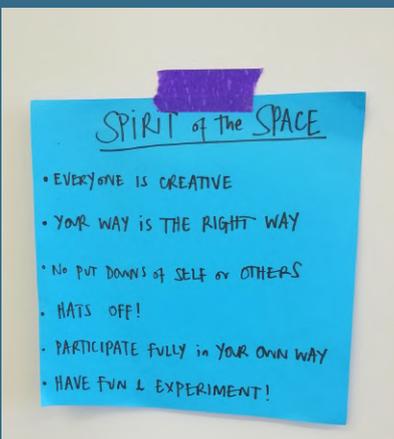
CAPACITY & PRIORITY

Whilst there was recognition of the need for the project and acknowledgement of its value, **competing priorities and limited capacity of Trust staff affected our delivery of the project at all levels.**

Enquiries about Creative Wellbeing Sessions served as illustrations of this. Enquiries were made and then all follow-up emails ignored, or requests for team day sessions were made at the very last minute (with less than 48 hours notice).

Our designated contacts at the Trust in the 3Ts team, serving as **bridges between ONCA and the Trust, were also tightly stretched.** **Communication and information distribution was sometimes an issue,** causing occasional challenges with timely distribution of information or circulating Culture Club widely to staff. **Symptomatic of a wider issue, we lacked a contact within the Trust with capacity to prioritise a staff wellbeing project.**

KEY LEARNINGS: DELIVERY



4

REALISTIC AMBITIONS

Emerge was ambitious. In our initial project plans and costings **we underestimated the time needed** to navigate and get to know the Trust, build relationships with key stakeholders and find ways to effectively connect with the number of key departments the project required. **Trust, visibility and project awareness took time to build.**

Our initial plans proved to be **overambitious for the budget available**, given the level of project management the context required. Therefore we delivered fewer interventions than initially intended whilst seeking to sustaining project integrity & high quality offers. Completing our project was **reliant on some work in kind** by the lead artist and arts organisation, therefore **the programme reported on here is not an accurate representation of what is possible for a £30,000 budget.**

5

COMMUNICATION & VISIBILITY

Our project was dependent on liaising with busy people in a complex system. We discovered phone calls and visiting wards directly were more effective than emails, and for digital comms, top down communication was less effective than targeted emailing.

"I think it needs to be more widely publicised and promoted."

Efforts to bridge the gaps between digital and physical communication, whilst time consuming, were often more fruitful. E.g. compare our R&D uptake (postcards on wards with response boxes: 86 responses) to our final survey uptake (digital: 16 responses).

"I have actually really enjoyed it, and grateful for who ever phoned me and told me to come over, because I probably wouldn't of come otherwise."

In Summary

- **Managers play an important role in staff wellbeing.** Staff with engaged managers benefited more from Emerge's wellbeing offers.
- There are staff **within the Trust** who are **passionate wellbeing champions**
- The system is tightly stretched. With **limited capacity**, projects for staff wellbeing **are not a priority.**
- Delivering a project in a complex context requires **significant time to build and manage.**
- **Proactive communication** is more effective for **busy people in a complex system.**

RECOMMENDATIONS

CONTEXT & NEED

- Increase **awareness & visibility of existing wellbeing offers**. Explore if changes are needed to enhance or make these **more appropriate** to staff.
- Continue to develop staff wellbeing offers for **all staff, at all levels**.
- Use **new spaces, creativity and external facilitators** to **disrupt or challenge norms** for positive culture change.

POSITIVITY & JOY

- Offer regular opportunities for **joy, laughter & play**.

RELATIONSHIPS

- Embed more opportunities for **staff connection** into **everyday working practices**.
- Make **dedicated time for staff to connect** and build relationships (**away from wards or off site** if possible).
- Offer more opportunities for **sharing positive feedback and gratitude**.

VALUING

- **Quality of offer & attention to detail** is an important element of **intentionally valuing** staff. Ask, will what we are offering make staff feel valued and considered?

CREATIVITY

- Consider those who don't consider themselves creative in your creative offers.
- Explore the possibilities of **shared creative experiences** without the focus of an artwork to exhibit.
- Can your general wellbeing offers be enhanced with **creativity and wonder**?

STAFF CENTRED

- **Begin with listening**. Ask staff what they would like and benefit from.
- Remain staff centred in the design and delivery of your wellbeing offers. It is possible to be derailed by logistical, organisational or other considerations and barriers but **return to the ultimate aim of a positive experience for staff**, improving wellbeing.

RECOMMENDATIONS

MANAGERS

- Wellbeing offers should include communications & delivery strands that staff can easily access **independently of their managers**.
- Wellbeing incentives need to **consistently include managers and higher band staff** (not just make it their responsibility). It seems **cultures of care for staff ripple down**.

LOCAL CHAMPIONS

- Recognise the value of **warm contacts** on the ground & **project allies**.
- Find ways to nurture and **support staff champions**.

CAPACITY/PRIORITY

- Seek/ designate a Trust-based project link **WITH CAPACITY**

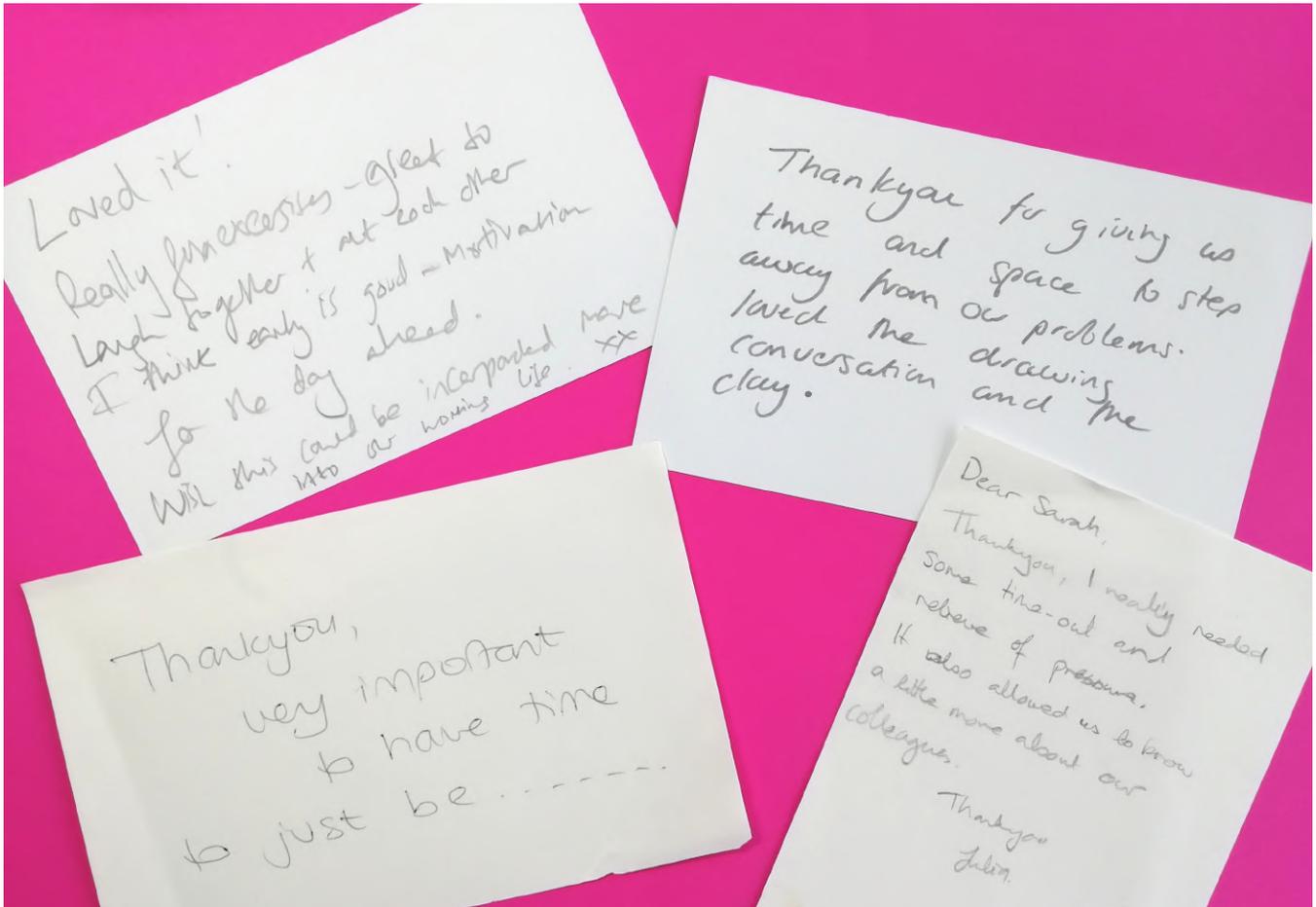
REALISTIC AMBITIONS

- Aspire to **realistic estimates of project building, management and evaluation time**. If an external organisation, incorporate added time into your plans for getting to know, connecting and communicating with a complex system.
- Projects may be more financially efficient with internal project management or through implementing with staff who know the Trust, its framework and systems.

WIDER QUESTIONS FOR TRUST

- How can staff wellbeing become a **standardised and embedded concern** of management (not dependent on individual managers' recognition of its importance)?
- How can a **culture of staff wellbeing** be developed across the Trust?
- Explore ways to sustainably support, fund and **enhance existing staff-led incentives**, including developing opportunities for **sharing learning across the trust**.
- **What systemic change needs to happen for staff wellbeing to come higher on the priority list?**

Thanks & Acknowledgements



We would like to thank all the staff at BSUH who participated in and contributed to the Emerge programme.

We would like to thank the following organisations and businesses for supporting Emerge by offering free and discounted products and services to BSUH NHS staff:

Bird & Blend Tea
Brighton Dome & Festival
Brighton Fringe
Brighton Gin
Brighton Open Air Theatre
Clair Hall, Haywards Heath
Cloud 9 Bakery
Garden Swift Gin
LUSH Brighton
Monty Bojangles
Neals Yard Remedies
Spectrum Photographic
The Marlborough Theatre, Brighton
The Theatre Royal, Brighton
The Treatment Rooms, Brighton
Traumfrau Brighton
Trust for Developing Communities

We would also like to thank the artists who submitted artwork to the Culture Club newsletters (Chris Keats, Jo Jenner, & Jason Bridger) and to those who entered our Community Arts Open Call:

Alexandra Motiu
Ann Catrall
Anthony Thorne
Canda Bytes
Caroline Budden
Ess Kore
Fran Aiello
June Hall
Jordan Uwins
J Masson
Jim Cooke
Lucy Wright
Lucy Groenewoud
Mary Rouncefield
Sam Ayre
Smita Sonthalia
Sue Ridge
This New Ground Collective
Wendy Hills
Zaid Sethi

Appendix 1. Targeted Delivery

During the consultation phase, we developed a tiered system, grouping departments based on how affected they were by the 3Ts redevelopment. Emerge was designed so staff across the Trust could engage at different levels.

The **RED** departments were those **most affected by 3Ts** and therefore needed the highest level of engagement. We worked closely with **20 ward managers** to deliver **Culture Club Newsletters, Little Perks Events, Creative Wellbeing Sessions and the Jolly Trolley** for staff across the following departments:

- Neurosciences & Stroke services located at PRH
- Medical wards in the Barry Building at RSCH
- Level 5 Acute Floor at RSCH

We worked with **14 AMBER wards**. These wards had a **lower level of engagement**, through their ward managers we shared the **Culture Club Newsletters and information about Little Perks Events**. Amber departments included:

- Outpatients, including Rheumatology, CIS, Head & Neck.
- Critical Care
- CIS
- Non-Invasive Cardiology
- Nuclear Medicine
- Fracture Clinic
- Discharge Lounge
- Neuro & Stroke Therapies
- Imaging
- Neuro & Stroke Directorate Offices

Culture Club Newsletters were distributed to staff across the Trust, not just those affected by the 3Ts redevelopment. **Digital copies were shared with all staff** via the internal email system, the health and wellbeing department and via ward managers & Trust contacts. **Printed copies of issues 1-3 were delivered to communal areas** at both sites including cafes, training rooms, reception areas and staff information boards.

Appendix 2. Summative Survey Questions

- Your Ward/ Department/Site
- In what ways have you connected with the Emerge Programme 2018-2020?(Tick any that apply)
- Did you take part in a Creative Wellbeing Session or Wreath Making Workshop?

-
- How would you rate the quality of this session? (Stars)
 - On a scale of 1 to 10 (10 being the most positive), how would you rate your overall wellbeing levels when you're at work?

- During The Session... [The facilitator was skilled]
- During The Session... [I had fun with my colleagues]
- During The Session... [I felt more connected to my colleagues]
- During The Session... [I tried something new]
- During The Session... [I felt relaxed/refreshed]
- During The Session... [It helped me forget about work stresses and concerns]
- During The Session... [I went home feeling happier that day]
- During The Session... [It felt like a worthwhile use of time]

- On a scale of 1 to 10 (10 being the most positive), how would you rate your overall well-being levels at work on the day of the session?

- After the Session... [I would recommend these sessions to a colleague]
- After the Session... [The session had a positive impact on my wellbeing]
- After the Session... [It made me more conscious of my wellbeing at work]
- After the Session... [I felt more appreciated by my colleagues]
- After the Session... [The session had a positive impact on relationships in our team]
- After the Session... [The session improved team morale]

- What was most valuable thing about the session? Why?
- Is there anything else you would like to say about the impact of the session on you or your team?
- [Have you done anything similar with your team/at BSUH before?]
- [If available, would you be interested in another creative wellbeing session for your team?]

-
- How would you rate the quality of Emerge?
 - Connecting with Emerge made me feel...
 - How valuable do you consider these activities to be for staff wellbeing?
 - Tell us to what extent do you agree with the following statements, immediately after connecting with the Emerge Programme?
 - [I felt in a better mood than usual]
 - [I felt less stressed than before I took part]
 - [I felt more valued at work]
 - [I felt like my work required less effort than usual]
 - [I learnt something new]
 - [I laughed/had fun]
 - [I felt more connected to my colleagues]
 - To what extent do you agree with the following statements. [The Emerge Programme offers things for staff that are worthwhile]
 - To what extent do you agree with the following statements? [The trust should offer more wellbeing activities like this]
 - Do you have any specific feedback on the parts of the programme you connected with? What was the best thing? What could we change? Why?
 - Do you have any other comments you would like to share with us?

Appendix 3. Creative Wellbeing Session Feedback Form

- Today has made me feel...
- The highlights of the session were...
- Something I would change about the session is...
- Something I will take away from the session is...
- How would you describe the impact of the session on your wellbeing?
- How would you describe the impact of the session on your team?
- I would recommend this session to colleagues NO/MAYBE/YES
- If the trust ran similar sessions again I would like to attend NO/MAYBE/YES
- Any other comments...

Appendix 4. Additional Details of Data Gathered

Formative: By Programme Strand

- **All Strands:** Emerge Team Critical Reflections, Photographs
- **Culture Club:** Very limited data - numbers of competition entries & unsolicited email feedback
- **Little Perks:** Open prompt written/oral feedback: Massage & Wreath Making events only (22 Staff)
- **Jolly Trolley:** Oral feedback records (c.20 Staff)
- **Jolly Boxes:** Mini Survey/Emails: 11 Staff
- **Creative Wellbeing Sessions:** Open Prompt (60 Staff) Structured Form (20 Staff): 80 Staff
- **Artists Open Call:** Numbers of submissions, Artist email feedback
- **Unsolicited email feedback:** 9 Staff

Summative

- Digital Survey: 16 Staff (12 of which were Creative Wellbeing Session Participants)

Of this 16

- Engaged with 1 Strand only: **11** (2 x Culture Club, 6 x CWS, 3 x Jolly Trolley/Box)
- Engaged with 2 Strands: **3** (2 x CWS & Jolly Trolley/Box, 1 x CWS & Wreath)
- Engaged with 3 Strands: **2** (Culture Club + CWS + Wreath)

Of this 16

- Engaged with Culture Club Newsletter: **4**
- Engaged with Little Perk: Wreath Making: **3**
- Engaged with Creative Wellbeing Session: **11**
- Engaged with Jolly Trolley & Box: **5**

Strands with Significantly Less Data: **Culture Club, Little Perks (Smoothie Bike & Harpist events), Artists Celebrate NHS**

Appendix 5. Key Data Themes by Strand (number = pieces of data analysed)

Jolly Box (10) :

- Feeling Valued
- Delivery: Thoughtfulness/Detail
- Morale Boosting/Positivity
- Appreciation for Offer

Little Perks- Massage (11):

- Morale Boosting/Positivity
- Relaxing/Calming/Release
- Demand "More Please"

Little Perks- Wreath Making (19):

- Relaxing/Calming/Release
- Appreciation for Offer
- Connection/Team Building
- Delivery: Quality/Skill

Creative Wellbeing Sessions (64):

- Connection/Team Building
- Relaxing/Calming/Release
- Fun & Laughter
- Appreciation for Offer
- Value in Change of Context
- Creativity
- Morale Boosting/Positivity

Emerge Programme Overall (16):

- Morale Boosting/Positivity
- Relaxing/Calming/Release
- Feeling Valued