NHS WELLBEING PROJECT

2021-2022

AT A GLANCE

Between July 2021 and March 2022 ONCA delivered **14 wellbeing workshops** for **591 NHS staff** across Sussex. The workshops were designed to offer staff opportunities to connect, relax and decompress in the context of the COVID 19 pandemic.



PHASE 1 - MAIN SITES

Phase 1 supported staff at the UHSussex NHS Foundation Trusts 4 main hospital sites. The workshops were designed as 2 day drop-in, wellbeing festivals delivered in green spaces outside the main hospital buildings over the summer.

Princes Royal Hospital, Haywards Heath, 22 & 23 July '21 - **70 participants**Worthing Hospital, 4 & 5 August '21 - **126 participants**St Richards, Chichester, 11 & 12 August '21 - **155 Participants**Royal Sussex County Hospital, Brighton 25 & 26 August '21 - **135 participants**

PHASE 2 - SATELLITE SITES

Through gathering feedback during phase 1, we understood that the UHSussex NHS Foundation Trust satellites sites felt they were often overlooked. In response, we designed a further offer to support staff working at the satellite sites through pop up events that could tour these sites. The events used the same rationale, tools and aims as phase 1 but were designed to be more flexible - often needing to take place in a multipurpose room with little set-up/ pack down time:

Newhaven, 28th October '21 - 14 Participants
Crawley Hospital, 11th November '21 - 13 Participants
Park Centre for Breast Care, 18th November '21 - 19 Participants
Southlands, Shoreham-by-sea, 26th November '21 - 25 Participants
Hove Polyclinic, 8th December '21 - 11 participants
Brighton General, 21st March '22 - 23 participants



486 NHS STAFF PARTICIPATED

NHS STAFF PARTICIPATED IN PHASE 2

BRIEF & AIMS

The wellbeing offer was informed by a previous wellbeing project with the trust 'Emerge'. Using the <u>evaluation report from Emerge</u> as our starting point and in conversation with the trust, we designed the wellbeing offer using the following strategy tree:

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Methodologies	Engagment Goal				
	Opportunities for positive interactions between colleagues, supporting team building and group dynamics	Opportunities for positive experiences at work, feeling valued	Benefit to well- being and improved mental health	Opportunities to reflect and relax after COVID-19	Improved attendance, furthering reach of project
Creative activity - cyanotypes* and stitching	х	x	x	x	x
Activities take place outdoors	x	x	x	x	x
Short massages available		x	x	x	x
Offer of high quality light refreshments	х	x	x		х
Therapist present		x	x	x	x
Managers 'buying into' the project	х	х		х	x
Music to support relaxation	x	x	x		x
The collaborative artwork can be hung in the hospital	х	х	х	х	

^{*}A photographic process encouraging participants to take plant cuttings or cut cardboard to make silhouetted prints using sunlight onto fabric.

CONTEXT, CONSIDERATIONS & DELIVERY

The context of the workshops informed their design and delivery: <u>The April 2021 merger</u> between Brighton and Sussex University Hospitals Trust (BSUH) and Western Sussex Hospitals NHS Foundation Trust (WSHT) meant the project had to include additional sites in West Sussex. It was important to consider what the merger meant for staff and how this could be incorporated into the workshops and final artworks.

The project was delivered within the context of **COVID-19**, we worked with the trust to find creative solutions to ensure NHS staff could relax during the workshops whilst recognising the importance of safety and infection control. Given the volume of staff participating at the larger sites (phase 1) we had to ensure the activities took place outside and before winter pressures hit.

Delivering workshops outside meant we could **increase capacity** whilst adhering to social distancing. It provided a much needed break from the work environment, and offered staff opportunities to **connect with nature**, staff were encouraged to forage for leaves and flowers to use in their cyanotypes. Using bunting, decorations and music we were able to create a festival style atmosphere, helping the events feel **celebratory and joyful** for staff.

The workshops were **designed to be flexible**, there was an optional booking system where staff could pre-book a session or they could drop-in at a time that suited them. It was recommended that staff stayed for a minimum of 30 minutes, however staff were encouraged to come for as little or as long as they could. The longest recorded engagement was 3 hours. Most staff stayed for 20-40 mins (157 out of 310 who completed a check out form on departure).

When designing the workshops it was decided that in the context of COVID-19 it was essential to have trust **psychotherapists present**, should staff find the events or conversations triggering. The therapists were also there to signpost staff to the existing services already on offer.

It was also important to consider other factors affecting the delivery of the workshops, throughout the COVID-19 pandemic the NHS was under unprecedented pressure, with staff shortages and higher patient admissions. Several sites were in **business continuity** during the project, meaning we had significantly lower numbers than anticipated (including RSCH and WOR).

Whilst there were public displays of gratitude including the 'clap for heroes' campaign, we were aware through conversations with staff that day to day work and staff wellbeing was not improving. With this feedback we wanted to ensure our offer to staff felt meaningful and made them feel **valued**, with opportunities to **relax** and take a moment to themselves. For this reason, the wellbeing sessions were delivered in a festival format with celebratory decorations and music, high quality cakes and refreshments and massage therapists present throughout.

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EVALUATION METHODOLOGY

Tools used to collect data:

Sign in sheets - we collected names, contact details, department / ward info and how they found out about the event.

Check in / check out tags and washing lines - participants were asked to fill out a check in tag on arrival and a check out tag on departure. This allowed us to collect quantitative and qualitative data to better understand staff experiences. We used a colour coded washing line and ask participants to tie their tag on the washing line at the point that best represented how they felt. Red represented feeling low, stressed or tired while the green end represented feeling positive, happy or relaxed.

Photography - We hired a photographer to documented the events

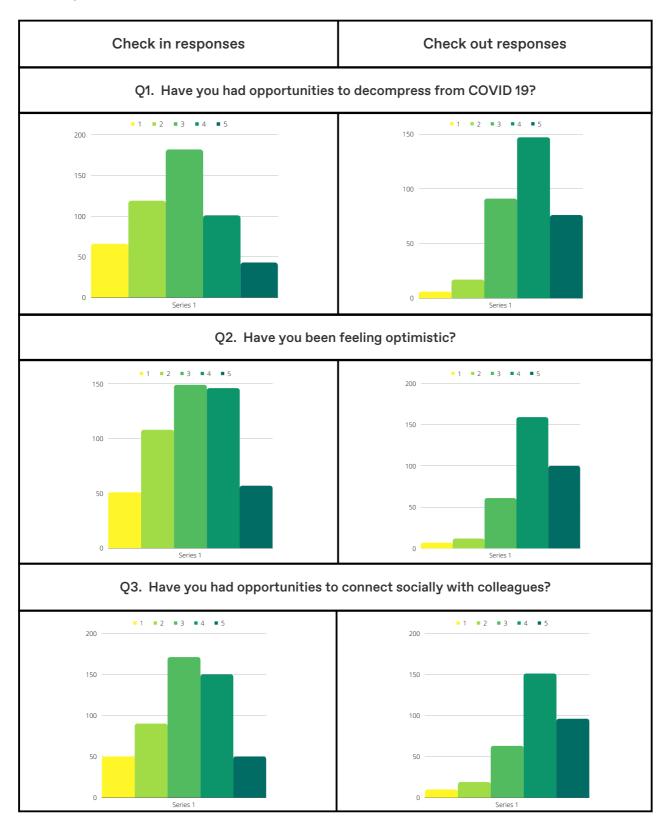
Conversation and informal feedback - this gave us further insight and understanding of staff experiences.



FINDINGS - IMPROVED OUTCOMES

Through our check in / check out washing line, we were able to gain quantitive data to understand the value wellbeing sessions had for staff. All data reflected an improved outcome from when staff joined the sessions to when they left.

1=Rarely and 5=Often



THEMES

Through thematic analysis of the project data, feedback and reflections, we identified 5 notable areas of importance for staff. For future projects, these areas could be focused on and developed for improved wellbeing outcomes for NHS staff.



Self Nurture

The wellbeing sessions offered staff important opportunities to engage in self-nurture. Staff recognised that engaging in creativity benefited their mental health and wellbeing. Through creative processes, staff can develop new interests and tools for self care that they can keep coming back to.

"I feel inspired to engage in more craft including socially"

By offering high quality refreshments and massages - the sessions showed staff they are valued by their workplace. **76 staff** noted the benefit of the massage in their general feedback.

Several staff reflected that **they felt guilty** that the offer was for them and not for patients. We wanted staff to recognise the importance of their wellbeing and self care, which in turn would improve patient care.

Need

The response to the wellbeing offer was overwhelmingly positive with staff staying an average of **20-40 minutes** but often more with 48 staff staying for **over 60 minutes**. Through the check in/ check out surveys and informal conversations we understood there is a clear appetite and need for more, regular wellbeing offers with many staff explicitly asking for more in their feedback.

"We need this to be a regular thing! the simple creative activity was so good"

On arrival **98 staff** said they were **tired**, **exhausted**, **drained** or **shattered** compared to **210 staff** who said they were **relaxed** or described the experience as **relaxing** when they left the wellbeing workshop.

Relationships

Participants regularly mentioned the value of connecting with colleagues, reporting this as a key positive outcome and key area of development for future projects. Delivering workshops in non-work settings supported relaxed conversations to take place and social connections to grow without the strain and pressures of interactions needing to revolve around work.

"It was lovely to do the art, I've not done it in years. And good to switch off for a bit. It has been nice speaking to colleagues about non work things"

"Great chance to connect socially with colleagues & miraculously didn't talk about work'"

Flexibility

Having different levels of engagement was key to the workshops success, flexible activities meant staff could engage on their own terms, learning from 'Emerge' told us that explicitly 'arty' activities could create a barrier for participation, especially for those who didn't identify as creative. Cyanotypes are a gentle invitation, staff were invited to pick plants to leave a silhouette on the fabric, cut out shapes in cardboard or draw onto glass with pens. Drop in participation meant staff could fit engagement around their busy work schedules, engaging for 5 mins - 1 hour+.

Environment

Creating a joyful, supportive and welcoming environment that felt separate to the work environment supported engagement and improved wellbeing outcomes. For phase 1, we intentionally created a festival style environment outside. Due to the time of year we were unable to do this for phase 2 as we were delivering between October 21 and March 22. Instead we used the same principles from phase 1, creating a festival environment with decorations, music and refreshments. The environment and supportive, welcoming approach from ONCA staff was often noted in staff reflections.

"Thank you so much for setting this up, its such a nice space away from the chaos"







"A very welcoming, calming experience that made me feel relaxed and the massage was amazing. Thank you all so much"

"Helpful but opened up painful feelings which i wanted to keep at bay whilst at work"









"Wonderful and feel i have been given something from the trust to recharge my batteries"

KEY LEARNINGS AND RECOMMENDATIONS

Engagement

- The role of managers in supporting participation was key to increased engagement figures. Where managers had actively encouraged staff to participate and promoted the event within staff teams we saw optimum engagement and more relaxed teams. This was particularly notable at Crawley during Phase 2, where the manager had brought in bank staff to allow staff extended breaks to participate in the workshop.
- Senior staff and management need to be visible at events like these to show they value staff and staff wellbeing.
- A flexible offer (length of stay/ drop in/ activities) enable more staff to participate and participate in a way that suits them.
- It was noted by several staff on arrival that as an external organisation delivering the
 wellbeing activities, they felt more comfortable and more confident telling us how
 they really felt.





Ownership

Staff shared ideas about what they want from wellbeing activities, several staff
members were enthusiastic about facilitating activities for their teams including
making more use of the outdoor spaces. Staff were interested in being part of a
steering committee or championing projects like these.

"I ran a yoga session for the junior doctors, I would love to do that again"

Quality

Quality of resources is important. Cakes on offer were local and hand made, tea
and coffee was high quality and it was clear time and energy had gone into
designing the creative invitation. Low cost materials and refreshments can suggest
that the care and value for staff isn't a priority. Staff gave examples of previous
wellbeing initiatives with 'cheap cakes' describing it as feeling 'tokenistic'. It was
mentioned multiple times that staff have to pay for or bring in their own tea/ coffee.

Creative offer

• Through this project, the creative activity supported staff to connect socially, relax and improve wellbeing. Using a process that was new to most people sparked interest, and helped remove barriers that typical 'Art' activities (painting / drawing) can create for people who don't identify as 'creative'. The process had the added wellbeing benefit of supporting participants to engage with green spaces. Future projects could consider process led activities (i.e. no focus on an end result) that facilitate shared experiences.

KEY LEARNINGS AND RECOMMENDATIONS ctd.

A multi strand offer

• The offer of a creative activity, high quality refreshments, cake and massage supported increased engagement (as opposed to just having a creative activity or refreshments). This approach supported flexible engagement which was key.

Diversity

- During the workshops ONCA received feedback from staff, who said they felt there
 was a lack of internal comms towards marginalised groups. Staff said having BAME &
 LGBTQ+ representatives should have been part of the consultation and design of the
 events to increase inclusion and recruitment for these groups. Future projects need to
 be designed in collaboration with BAME/ LGBTQ+ staff.
- We were informed that any staff lower than band 5 would not receive the digital comms sent by the trust (emails and digital flyers). This was the main recruitment channel for this project, therefore excluding a large amount of lower band staff.
 Using posters and paper invitations as well as digital comms ensures the majority of staff have information about events.

"Needed more BAME representation - people who look like me and understand my difficulties. It's a great extra but wellbeing needs to be sustainable and continuous. Need more ongoing initiatives. Eg water/ drinks on wards, breaks kindness, CPD"

Location and Environment

- Festival environment, bunting and music was well received, creating a calm and relaxing environment for workshops.
- Locations needed to be accessible and easy for staff to find.
- Being outside was important, connecting with nature, fresh air and being away from wards and patients.

• Phase 1 Locations:

- At PRH we saw the lowest engagement for phase 1 (70 staff). We were located behind Hurstwood Park, away from the main hospital site so not visible for staff.
 This resulted in lower engagement which was reflected in the data we captured.
- At STR we had the highest overall engagement (155 staff). We were located next to the staff car park, so very visible for staff arriving at work. We were also close to theatres resulting in higher theatre staff engagement than other sites. We recognised how our location impacted which departments engaged with the project. It was noticeable at STR that green spaces and artwork within the hospital is highly valued, staff commented on how nice it is to work at STR in comparison with other Sussex sites.
- Due to a lack of green space at RSCH we were located in the garden behind Sussex House on Abbey Road. The garden was not well maintained, with overgrown shrubs and fox holes in the ground (creating tripping hazards). Similarly to PRH being away from the main hospital site had an impact on staff engagement, we had to ensure there was additional signage on display to direct staff to the event. Several staff said they had not visited this garden before and were pleased to know it existed and was available for staff to use on breaks, although often the gate is locked - requiring fob access. Can the Trust promote and improve access to this garden to improve staff wellbeing?

KEY LEARNINGS AND RECOMMENDATIONS ctd.

• Phase 2 Locations:

- During phase 2 where we were unable to deliver the workshops outside (due to it being the winter). We therefore had to find spaces within the hospital buildings that staff already used for breaks. Using familiar spaces in central locations helped staff locate us and increased engagement. An issue with being inside and closer to wards was it allowed other staff not attending the events to come and ask participants work related questions.
- The workshops were designed to offer staff opportunities to relax and switch off from work, having interruptions from colleagues would have impacted their engagement levels.
- We used screens and room dividers to ensure people receiving massages had privacy and would not be disturbed.



QUESTIONS FOR CONSIDERATION

What happens next? This project was designed to be light tough and gentle with particular emphasis on creating opportunities of joy after the pandemic. What needs to happen to improve and prioritise staff wellbeing for longer term, consistent outcomes?

How do we support those unable to attend? I.e ward staff and night shift staff. Do they need a separate offer or is there a way managers intervention can ensure participation leading to better wellbeing outcomes?

How does the Trust support International Health Care Students? Whilst at RSCH we had a joyful moment when the international health care students engaged on a short break from their studies, it was clear that the event was very important to them. We gained an understanding of the strict entry system into the NHS for international students and how this can impact their mental health and wellbeing. Can more be done to support international students?

How can the Trust better support staff to make use and **benefit from the green spaces?** At RSCH in particular the green space needs regular maintenance as well as better access (currently only those who cycle to work get fob access). Could a further wellbeing project increase staff engagement? Could staff take ownership over a community garden? Could contributing to a community garden increase usage and staff wellbeing?

Can funding be made available to offer staff free tea and coffee? This would be a really simple way to show value and appreciation to all staff and boost morale.



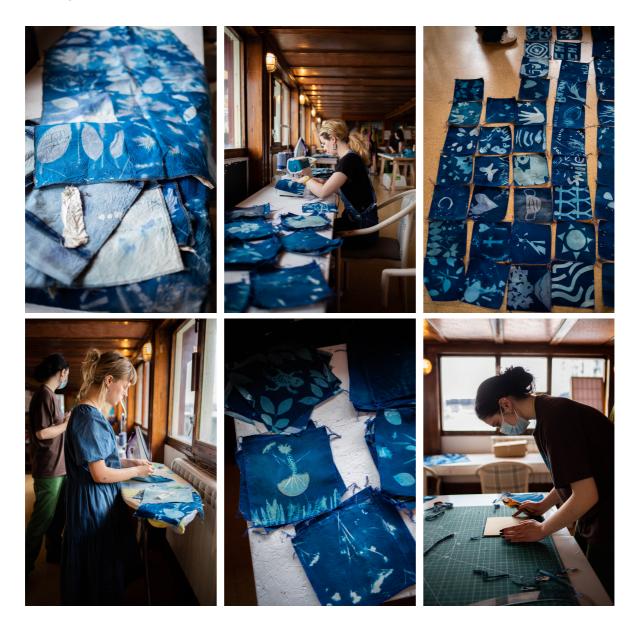
FINAL STAGES

Since finishing the workshop delivery in March 2022 ONCA's lead artist Sally Bourner, with support from the ONCA team, has been stitching together the individual artworks (cyanotypes) to create large collaborative quilts.

The artworks from phase 1 (main hospital sites) have been mixed together to create 4 large quilts, each quilt will have a combination of artworks from the 4 main sites - this was agreed with the trust project leads as a way of representing the merger between BSUH and WSHT.

The artworks from phase 2 (satellite sites) will be made up from cyanotypes made at the different sites. We had originally discussed these being mixed with the main quilts, however when talking to staff at the satellite sites they requested that the artworks they made would be hung at the sites where they worked.

For those who participated the quilts will act as a positive reminder of the staff wellbeing workshops. They will also show patients and visitors that the Trust is invested in staff wellbeing.





THANK YOU & ACKNOWLEDGMENTS

A warm thank you to all the NHS staff who participated in and contributed to the Wellbeing Project and who spent time with us talking and creating at the event.

A very special thank you to Faye Heffernan, Tracy Grover and Erin Burns from BSUH Trust for making these events possible. To the counselling services at BSUH and WSHT who joined us for each event during Phase 1, supporting and connecting with staff: Julie Joyce, Jane Mitchell, Victoria Fernandes and Rob Pleasance.

Thank you to the delivery team and support staff who made this project possible:

Lu-Lu Evans (ONCA Project Manager)
Sally Bourner (ONCA Lead Artist)
Phoebe Wingrove (ONCA Photographer)
Hannah James (ONCA Support artist)
Ricardo Reverón Blanco (ONCA Support Artist)
Marguerite Minnot Thomas (ONCA Support Artist)
Mary Martin (ONCA Support Artist)
Paccha Turner Chuji (ONCA Support Artist)
Ishtar Parish Wain (ONCA Support Artist)
Katie Taylor (ONCA Volunteer)
George Ryan (Catering)
Bree Murray (Catering)

Paola O'Sullivan (Massage therapist)
Jenny Hyde (Massage therapist)
Amy Brangwyn (Massage Therapist)
Maxine Brangwyn (Massage Therapist)
Emily Rose (Massage Therapist)
Helen Nestor (Massage Therapist)
Gabby Bignell (Massage Therapist)

Bird & Blend Tea (Refreshments) Cloud 9 (Cakes) Hildon Water (Project Sponsorship)

CREDITS

All photographs by Phoebe Wingrove All quotes by participating NHS staff



APPENDIX - STAFF FEEDBACK

Please note this is a selection of feedback, to see the full report please contact sally@onca.org.uk

How are you feeling today? (asked on entering a workshop)

RSCH, Brighton

"Tired, worried, just trying to 'get on with it'"

"Bit apprehensive about my current job role and quite unsettled and emotional"

"I have been quite low / vulnerable with a lot of self doubt and lacking in self confidence"

"Very overwhelmed at times. high pressure to work through staff shortages. tired and very stressed"

"Stressed & unappreciated"

WOR, Worthing

"Drained & Tired"

"Fairly contented but a bit of pressure from work. Due to staffing shortfalls. Also exhausted."

"Very tired but optimistic about the future"

"The last year has been the most stressful of my career. I had to take time off in February but things like this create a space to reflect and decompress, which makes me feel more optimistic."

"I feel glad and grateful"

PRH, Haywards Heath

"Energetic due to a long weekend off, However, sad due to poorly patients."

"I love to work, I am lucky i love my job, so great as i am at work today."

"Still anxious about the future"

STR, Chichester

"Uncomfortable uniform"

"De-motivated"

"Overworked & not enough time"

"Busy, under pressure for discharges, always lots to do very grateful for the opportunity to relax"

"I'm tired but all is good, I'm happy and grateful to be alive"

SATELLITE SITES

"I'm feeling a bit tired and drained" Hove Polyclinic

"Anxious and stressed, stretched!" Hove Polyclinic

"Tired, busy with a huge workload. But always smiling!" Brighton General

"Tired but now the sun is here which is helping" Brighton General

"Lots of tension in my neck and upper back. It's been a stressful year!" Southlands

"Quite tired after looking after distressed patients" Southlands

"Tired. Stress levels due to workload/ anxiety from past 20 months" Southlands

"I'm feeling excited but also overwhelened at all the things I have to do, its relaxing to be in this setting." Newhaven

"Pressured. Fed up. De-motivated" Newhaven

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How are you feeling today? (asked on entering a workshop) ctd.

SATELLITE SITES ctd.

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"I'm feeling excited but also overwhelened at all the things I have to do, its relaxing to be in this setting." Newhaven

"Pressured. Fed up. De-motivated" Newhaven

"Very stressed - about a lot of things" Preston Park

"Slightly stressed, busy clinic with complex cases but all our ladies have been fantastic" Preston Park

"Burnt out" Preston Park

"Feeling well today. A little stressed" Crawley

"Content" Crawley

"Positive, Christmas is approaching which I'm looking forward to" Crawley

How are feeling now? (asked when leaving)

RSCH, Brighton

"Lighter & more positive"

"Much more relaxed and grounded, happier and less tense"

"I am feeling a bit more optimistic than before"

"Calmer, More optimistic"

"Relaxed, distracted from work worries"

WOR, Worthing

"Good, sun is good, coffee is nice. I am actually pleased we passed by the festival - thank you!"

"Happy - Laughing with others"

PRH, Haywards Heath

"Incredibly happy and encouraged - love doing creative things"

"More spacious, less cluttered"

"More relaxed, had a giggle with my colleagues, more hopeful"

"Amazing! shame we cant have this every week"

"Happy & decompressed"

STR, Chichester

"Refreshed, lovely massage! was nice to spend time off the ward socially with colleagues"

"Wish i could have stayed longer - but left office unmanned"

"Chilled (a tad tearful)"

"Cake always makes it better"

"Relaxed, stress free and able to breath without feeling stifled"

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How are feeling now? (asked when leaving) ctd.

SATELLITE Sites

- "Relaxed, calm and comfortable" Hove Polyclinic
- "Very relaxed, body feels great. Thank you for this opportunity. Grateful for the massage, coffee and cake. Great bonus!" Hove Polyclinic
- "I am feeling very relaxed after my massage. It has also been really nice to chat to my colleagues over coffee and very nice cakes. It has been nice." Hove Polyclinic
- "Less stressed and very relaxed. LOVED THIS!!" Hove Polyclinic
- "Super relaxed, less tense, calm and happy" Brighton General
- "Incredible loved the creative exercise and massage was wonderful" Brighton General
- "More relaxed, need to do some more self care" Brighton General
- "Much more chilled" Brighton General
- "More relaxed, less tension in upper back" Southlands
- "Happy, relaxed and contented" Southlands
- "Very relaxed and lovely to chat with colleagues" Southlands
- "More relaxed and calmer" Newhaven
- "I feel more positive/ optimistic and relaxed" Newhaven
- "Relaxed but aware of work waiting for me" Newhaven
- "Relaxed and refreshed, the massage was really nice nurturing to be touched by someone else in a caring way" Preston Park
- "Better and more relaxed" Preston Park
- "Happy, chilled and looked after" Preston Park
- "Lovely, thankyou" Preston Park
- "Relaxed, content, cheerful" Crawley
- "Feeling relaxed and positive" Crawley
- "Very relaxed, thank you" Crawley

Is there anything else you would like to tell us?

RSCH, Brighton

- "Helpful but opened up painful feelings which i wanted to keep at bay whilst at work"
- "Very Nice tea & cake, good to meet other colleagues"
- "Would like to do this more often. maybe once a month"
- "Everyone has been really welcoming and positive. I'm leaving the trust soon, its a shame events weren't introduced earlier or done more often."
- "Needed more BAME representation people who look like me and understand my difficulties. Its a great extra but wellbeing needs to be sustainable and continuous."
- "Please encourage line managers to encourage staff to attend"
- "I would like to thank everyone for making my day better. spent 40mins felt very guilty. my manager came to ask me about work."
- "I somehow though the event wasn't for me and in was taking my space. Lulu insisted we participate and i'm so glad she did"

WOR, Worthing

- "loved doing the art concentrating on something non work was good. Nice relaxing music too"
- "Lu-Lu & Sally were amazing, friendly, helpful especially as i am autistic"
- "I ran a yoga session for the junior doctors, would love to do that again"
- "It is really nice to have these opportunities to get away from work and relax"

Is there anything else you would like to tell us? ctd.

PRH, Haywards Heath

"This wellbeing workshop is the first wellbeing event that I have actually enjoyed and found relaxing"

"Thanks so much! you created a really relaxing welcoming environment that was much appreciated. The massage and artwork were both fantastic."

"I loved the opportunity to create some artwork as I am NEVER creative! Thank you!" "Would have loved to have stayed longer to take advantage of the activities but

workload doesn't permit."

"would like more time on the artwork"

STR, Chichester

"Lets do this again"

"fun, very relaxing, nice to get change to attend (very rare in theatre)"

"I have enjoyed spending time away from the wards"

"Thank you for it, more art opportunities at lunch time for staff, it was so relaxing, friendly and welcoming"

"many many hospital staff are working long days / nights"

"It is a really nice experience, very relaxing and just what i needed."

"I loved the flower printing. Staff were so friendly and welcoming"

SATELLITE Sites

"It was amazing and very worth while, I hope I can come again!" Hove Polyclinic

"Extremely enjoyable. Hope this can be repeated on a regular basis" Hove Polyclinic

"I would have liked a bit longer but had to go back to work." Brighton General

"It was very enjoyable and up lifting. More wellbeing sessions would be beneficial." Brighton General

"I really enjoyed it, very valuable experience" Brighton General

"Lovely environment and people. Very impressed and grateful." Southlands

"Sociable and calming" Southlands

"Loved it all" Newhaven

"I feel very lucky to have had the opportunity for such a treat so thank you very much." Newhaven

"Really good for me. feeing employer may be responding!" Newhaven

"Enjoyed the art project, like that it will be displayed in the hospital" Preston Park

"It was amazing, there was so much kindness, thank you" Preston Park

"Lovely atmosphere, nice smell and music, absolutely fantastic massage. Big thank you!" Crawley

"This is the ONLY event post covid. Very helpful!" Crawley