

Room 2W12  
Quarry House  
Quarry Hill  
Leeds  
LS2 7UE

**Rt Hon Andy Burnham MP**  
Secretary of State for Health  
Department of Health  
Richmond House  
79 Whitehall  
London  
SW1A 2NS

11 November 2009

Dear Mr Burnham,

**NHS Staff Health and Well-being Review**

I am pleased to enclose a copy of my Final Report for the above review. This work was originally commissioned following Alan Johnson's announcement of the Government responses to Dame Carol Black's review, just under a year ago.

It has been a privilege to have been able to lead this review and I have been impressed with the willingness of all stakeholders to contribute openly and frankly to the review. During the work we engaged leading researchers to undertake a thorough analysis of the issues impacting on levels of staff health and well-being. Over the course of the review we have worked actively with the Staff Partnership Forum and other key stakeholders and have received an enormous number of contributions. Almost 11,500 NHS staff responded to our staff perception survey and, since publishing our interim research findings in August, nearly 1,000 NHS staff throughout England have participated in a series of consultation events to refine our conclusions.

In developing the Final Report I have grouped the recommendations into three main areas aimed at:

- improving organisational behaviours and performance;
- achieving an exemplar health and well-being service; and
- embedding staff health and well-being in the NHS systems and infrastructure

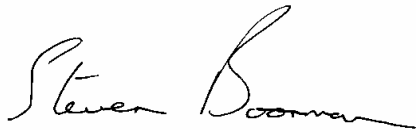
I remain convinced that staff health and well-being is of critical importance, and is a key measure of organisational health. The opportunities for the NHS to lead by example on key public health issues such as mental health and physical activity are significant. NHS workers – via their friends, families, patients and contacts – touch millions of people every day.

There are already examples of excellent practice in the NHS and I have received 50 case studies from NHS trusts keen to share their experiences, which I am publishing as an appendix to this report. If we can raise the levels of performance in those struggling to support staff, and reduce overall sickness absence by a third, there would be 3.4 million more working days available to the NHS each year, which is the equivalent to 14,900 whole-time equivalent staff. Making available this additional resource would go a long way to meeting the quality and productivity challenge and also to address the prevalent concerns about workload that manifest in staff feedback. The annual direct cost saving of £555 million resulting from improved attendance would also be available for investment in patient care.

I hope that this work will serve as a catalyst for real change, and look forward to hearing the government's response, in due course.

Thank you for the opportunity to lead this work and present it to you.

Yours sincerely,

A handwritten signature in black ink that reads "Steven Boorman". The signature is written in a cursive style with a large, sweeping initial 'S'.

**Dr Steve Boorman MBBS MRCGP FFOM FRCP**  
Lead Reviewer,  
NHS Health and Well-being Review

Enclosed: NHS Health And Well-being Review – Final Report

c.c. Clare Chapman – Director General of Workforce