

**Social Return on Investment of The Body Hotel**  
**Moving Self-Compassion Programme**  
**Dance Movement**  
**for NHS Employees Well-Being**

**Prepared by**

**Dr Teresa Filipponi**

Senior Lecturer Human Nutrition  
Faculty of Life Sciences and Education  
University of South Wales

**Professor Mary Lynch**

Executive Vice Dean for Research  
Faculty of Nursing & Midwifery,  
Royal College of Surgeons Ireland, University of Medicine and Health Sciences

**Professor Carolyn Wallace**

Research and Innovation Group lead for Health, Care and Well-being  
Faculty of Life Sciences and Education  
University of South Wales



# Table of Contents

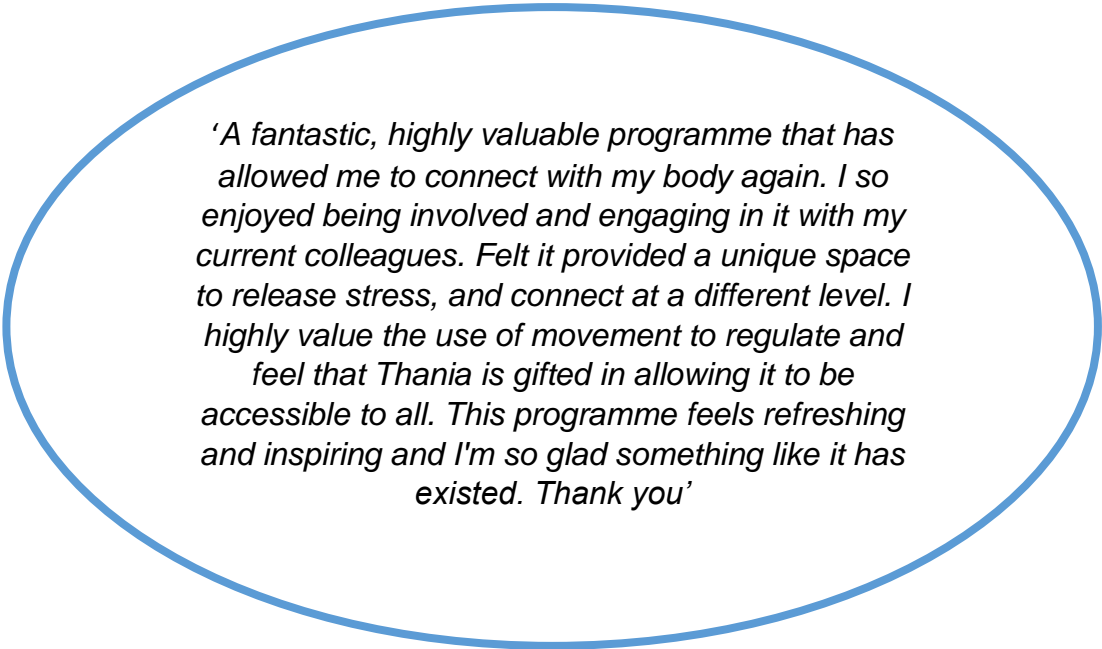
Acknowledgements .....	3
Funding .....	3
Executive Summary .....	4
Background .....	7
Social Return on Investment Evaluation.....	9
Overview of Social Return on Investment (SROI) .....	10
Identifying Stakeholders.....	12
Eligibility .....	12
Outcome measures for Body Hotel's Moving Self-Compassion participants .....	12
Developing a Theory of Change.....	13
Calculation inputs .....	16
Artist activities cost .....	16
Participants' engagement .....	16
Evidencing outcomes .....	18
Well-being Valuation Using Social Value Calculator .....	19
Deadweight, Attribution and Displacement .....	20
Deadweight .....	20
Attribution.....	20
Displacement .....	20
Total Social Value incorporating deadweight, attribution and displacement .....	21
Well-being Valuation Using Mental Health Social Value Calculator .....	22
Calculating SROI Ratio .....	23
Discussion.....	23
Strengths.....	25
Limitations .....	25
Recommendations .....	26
References .....	27

## Acknowledgements

Special thanks to Dr Thania Acarón, founder and Director of the Body Hotel LTD and to Katie Henderson, the Body Hotel Arts Management officer. Additional thanks to Abraham Makanjuola for their help in the data analysis. Finally, thanks to all the participants who contributed to this study.

## Funding

The Body Hotel Self-Compassionate programme was sponsored by the Arts Council of Wales (ACW) project grant (2023003715). In addition, the Health Education Improvement Wales match funded the programme. Support in kind for 10% of the total project income was provided by the Gwella Health Education and Improvement Wales Platform Assistance & Support and Cwm Taf Morgannwg & Powys Assistance & Support.



*'A fantastic, highly valuable programme that has allowed me to connect with my body again. I so enjoyed being involved and engaging in it with my current colleagues. Felt it provided a unique space to release stress, and connect at a different level. I highly value the use of movement to regulate and feel that Thania is gifted in allowing it to be accessible to all. This programme feels refreshing and inspiring and I'm so glad something like it has existed. Thank you'*

# Executive Summary

## Background

Improvement in the National Health Service (NHS) employees' mental well-being and staff retention are current key issues. The Body Hotel, a social enterprise offering dance movement sessions, delivered a programme of dance and movement workshops for NHS staff across Wales. The Moving Self-Compassion programme, funded by the Arts Council of Wales, aimed to scale up its movement-for-employee-well-being model and was especially focused on staff coming back from maternity/paternity, stress, medical or compassionate leave. The programme targeted staff sustainability, focusing on the transition from leave of absence and support to stay in work.

## Aim

This evaluation aims to estimate the social return on investment (SROI) generated from the dance movement intervention, specifically the 'Moving Self-Compassion' programme, as measured by the increase in personal well-being and resilience experienced by participants. The SROI evaluation aims to measure the monetary and social value generated through dance movement by placing a monetary value which is essential for sound policy in accessing investment while contributing evidence of dance/movement's impact on health.

## Methods

The SROI study was conducted between August 2023 and December 2023. The SROI is a pragmatic form of Social Cost-Benefit Analysis (SCBA) which uses quantitative and qualitative methods to value relevant costs, outcomes and associated impact. A mixed-methods approach design (focus group, online questionnaire and semi-structured interview) was employed in this SROI study. Monetary values which often do not have a market price are then assigned to these outcomes. The Contingent Valuation method was integrated into this study to understand individuals' choices and preferences as well as estimate participants' willingness to pay (WTP) for the Body Hotel Moving Self-Compassion programme.

The questionnaire included validated scales for assessing mental well-being and self-efficacy. The short Warwick–Edinburgh Mental Wellbeing Scale (SWEMWBS) was developed to monitor mental well-being in the general population and the General Self-Efficacy Scale (GSES) was used to measure self-efficacy. Monetary values were assigned to mental well-being and self-efficacy outcomes using the HACT Social Value Calculator (v 4.0) and the Mental Health Social Value Calculator derived from the SWEMWBS (v 1.0). Qualitative data were collected from one focus group (n=6) and one-to-one interviews (n=6) with the stakeholders which involved the participants and those taking part in the development, delivery and administration of the Body Hotel Moving Self-Compassion programme.

## **Results**

8 (13%) participants from Local Health Boards across Wales completed a one-time, post-intervention questionnaire. The 8 participants who completed the questionnaire were all white British women aged 27 to 58 years (mean and median 46 years). The results showed that for every £1 invested in the Body Hotel Moving Self-Compassion programme £1.94 to £2.32 of social value was generated for the stakeholders.

## **Discussion**

This was the first study to estimate the social return on investment in dance movement interventions aimed at NHS staff. A positive social return on investment was identified for participants who attended the Body Hotel Self-Compassion programme. In addition, participants interviewed reported improvements in mental physical, emotional and social well-being along with increased confidence and resilience. Although the reliability of the results may have been limited due to the low number of participants who completed the online questionnaire and the lack of a control group, these were mitigated by the application of deadweight, attribution and displacement.

## **Conclusion**

The results showed a positive social return on investment. Both quantitative and qualitative data indicated that the Body Hotel Self-Compassion programme had a positive impact on mental, physical, emotional and social well-being along with improved self-efficacy.

With possibly an increased number of NHS staff leaving the profession due to work-related stress and burnout, the Body Hotel programme Dance Movement for Employee Well-being could provide an innovative approach to enhance staff well-being, address compassion fatigue and burnout that would possibly improve staff retention, currently a key challenge for the NHS.

## **Background**

The National Health Service (NHS) is the largest public sector employer in the United Kingdom (Clark, 2023); however, since the COVID-19 pandemic, the number of NHS staff leaving active service has been on the rise, with the risk that this could worsen in the future (Samarasekera, 2023). In Wales, the latest data from the Nursery and Midwifery Council (NMC) showed that 1,370 professionals living in Wales left the NMC permanent register in 2022-2023. Although this is a slight decrease from the previous year with 31 fewer leavers, the number of professionals leaving coupled with the ageing workforce due to retire soon is a concerning picture (Nursing and Midwifery Council (NMC), 2023). Therefore, finding ways to maintain and enhance staff well-being, and decrease burnout that would improve staff retention is a key challenge for the NHS (Weyman et al., 2023), as such an innovative approach to address compassion fatigue and burnout is a body-focused therapeutic movement method (Koch et al., 2019).

The Body Hotel, a social enterprise offering dance movement sessions, delivered a programme of dance and movement workshops for NHS staff across Wales. The Moving Self-Compassion programme, funded by the Arts Council of Wales, aimed to scale up its movement-for-employee-well-being model and was especially focused on staff coming back from maternity/paternity, stress, medical or compassionate leave. The programme targeted staff sustainability, focusing on the transition from leave of absence and support to stay in work.

### **The Body Hotel: Moving Self-Compassion Programme**

The Body Hotel, Moving Self-Compassion programme delivered from April 2023 to September 2023 offered 3 types of workshops. Participants, anyone working across NHS Wales in the health and social care sector, were invited to attend one or more of the workshops provided. The overall aims of the workshops were to create positive spaces to explore well-being creatively, build confidence and learn new skills and practices which could be applied to all aspects of life.

The Moving Self-Compassion programme included the following workshops:

- The Movement Cwtsch Cinio, a bi-weekly online 20-minute lunchtime workshop, which incorporates movement activities to energise and unwind;
- The Recharge Movement Lounge, offered bi-weekly online for just over an hour aims to develop skills and practices to prevent burnout and build positive connections;
- The Self-Compassion Space, an intensive 3-hour in-person workshop offered every 6 weeks to delve into the dance/movement as a tool for well-being.

During the 5 months of the programme (from the 29<sup>th</sup> of April to the 16<sup>th</sup> of September, 2023), a total of 20 Movement Cwtsch Cinio (short lunchtime), 13 Recharge Movement Lounge (evening) and 5 Self-Compassion Spaces (Saturday intensive) sessions were delivered by the Body Hotel team. Eighty-three participants attended the workshops. Sixty-four NHS participants from the following Health Boards (Aneurin Bevan University Health Board, Betsi Cadwaladr University Health Board, Cardiff and Vale University Health Board, Cwm Taf Morgannwg University Health Board, Swansea Bay University Health Board) and Health Education and Improvement Wales took part in any of the workshops offered. In addition, 19 non-NHS participants also attended the Saturday workshops.



## Social Return on Investment Evaluation

The Body Hotel, Moving Self-Compassion programme follows the Body Hotel Moving Respite employee well-being programme pilot which was delivered to Welsh NHS staff from November 2021 to April 2022. The programme's objectives were to pilot and evaluate dance/movement-based burnout prevention for Health Education and Improvement Wales (HEIW) employees and understand the contributions of arts-based services to organisational development (Wales Arts Health & Well-being Network, 2023). The evaluation of the pilot programme concluded that the Body Hotel Moving Respite was perceived as a safe space where participants learned skills and developed resources to prevent a reduction in well-being or recover from a physical or mental well-being experience (Wallace et al., 2022). In addition, the Body Hotel: Moving Respite's evaluation recommended that a social return on investment (SROI) evaluation should be conducted for any new programmes offered by the Body Hotel.

In June 2023, the Arts Council of Wales sponsored a formal study to investigate the social value generated by the Body Hotel, Moving Self-Compassion programme. The Royal College of Surgeons in Ireland (RCSI) in partnership with the University of South Wales (USW) were invited to provide an independent SROI analysis of the programme. The study received ethical approval from the USW Faculty of Life Sciences and Education Ethics subgroup and was conducted by researchers based at USW and RCSI.

During this five-month study conducted between August 2023 and December 2023, 8 (13%) participants from Local Health Boards across Wales completed a one-time, post-intervention questionnaire. The questionnaire was developed by RCSI and USW and was presented to the participants using the JISC online survey tool specifically designed for academic research that is fully compliant with the General Data Protection Regulation (GDPR), data protection law and in line with USW protocol. The 8 participants who completed the questionnaire were all white British women aged 27 to 58 years (mean and median 46 years).

The questionnaire included validated scales for assessing mental well-being and self-efficacy. The short Warwick–Edinburgh Mental Wellbeing Scale (SWEMWBS) was

developed to monitor mental well-being in the general population and the General Self-Efficacy Scale (GSES) was used to measure self-efficacy. Monetary values were assigned to mental well-being and self-efficacy outcomes using the HACT Social Value Calculator (v 4.0) and the Mental Health Social Value Calculator derived from the SWEMWBS (v 1.0).

Qualitative data were collected from one focus group (n=6) and one-to-one interviews (n=6) with the stakeholders which involved the participants and those taking part in the development, delivery and administration of the Body Hotel Moving Self-Compassion programme.

## **Overview of Social Return on Investment (SROI)**

SROI is a pragmatic form of social cost-benefit analysis (SCBA) which uses quantitative and qualitative methods to value relevant costs, outcomes and associated impact (Edwards and Lawrence, 2021, Maher and Buhmann, 2019). The application of CBA to evaluate public health interventions is advocated by the National Institute for Health and Care Excellence (NICE, 2013); whereas the SCBA for assessing the impact of interventions on well-being is recommended in the HM Treasury Green Book (HM, 2022).

SROI methodology is outlined in the Cabinet Office Guide to Social Return on Investment (Nicholls et al., 2012). SROI takes a societal perspective and considers relevant and significant outcomes for participants. Monetary values which often do not have a market price are then assigned to these outcomes. The social value generated by the identified outcomes is estimated in a similar way to CBA, this is then compared with the total costs to estimate the SROI ratio. The ratio of social value generated per £1 invested is calculated.

$$\text{SROI ratio} = \frac{\text{Social Value of the Body Hotel Moving Self-Compassion participant outcomes}}{\text{Cost of delivering the Body Hotel Moving Self-Compassion programme}}$$

Examples of relevant outcomes reported by the stakeholders are increased levels of mental, physical and emotional well-being along with increased confidence and

resilience. Using wellbeing valuation, the social value of relevant outcomes is compared with the total costs to estimate the SROI ratio (Table 1). In this study, the Social Value Calculator was used to monetise the outcome of increased self-confidence from GSES scores, and the Mental Health Social Value Calculator was used to monetise mental well-being from SWEMWBS scores. Because the values in the Social Value Calculator incorporate mental well-being, the two calculators are treated separately with each generating its own SROI ratio (Trotter and Rallings Adams, 2017) (Table 1).

**Table 1: Well-being valuation**

<b>Outcome</b>	<b>Outcome measure</b>	<b>Valuation method</b>
Mental well-being	SWEMWBS	Mental Health Social Value Calculator v 1.0
Self-efficacy	GSES	HACT Social Value Calculator v 4.0

This SROI study aims to establish how inputs (e.g. costs, staffing, etc.) are converted into outputs (e.g. number of participants attending, etc.), and subsequently into outcomes that matter to participants experiencing the Moving Self-Compassion programme (e.g. improved mental well-being, etc.). The social value generated by the identified outcomes will then be estimated similarly to cost-benefit analysis with a ratio comparing the cost per client with the social value generated per client. The SROI analysis was operationalised through the six stages outlined in the Guide to Social Return on Investment analysis (Nicholls et al., 2012): identifying stakeholders, developing a theory of change, calculating inputs, evidencing and valuing outcomes, establishing impact and calculating the SROI ratio.

## **Identifying Stakeholders**

The stakeholders involved in this study were individuals and organisations that have experienced change as a result of the activity, i.e., those who were affected by or who affected the Body Hotel Moving Self-Compassion programme.

## **Eligibility**

In this SROI study participant eligibility included adults (aged over 18 years old) working in Wales in one of the Health Boards (Aneurin Bevan University Health Board, Betsi Cadwaladr University Health Board, Cardiff and Vale University Health Board, Cwm Taf Morgannwg University Health Board, Swansea Bay University Health Board) who attended any of the activities delivered as part of the Body Hotel Moving Self-Compassion programme and who will be best placed not only to describe the change but also to inform what is the added value of the programme and how it should be measured. It also included those taking part in the development, delivery and administration of the Body Hotel Moving Self-Compassion programme.

## **Outcome measures for Body Hotel's Moving Self-Compassion participants**

This research study included an online stakeholders focus group (n=6) which took place at the end of the programme. This enabled the development of the theory of change to ensure that the relevant outcomes for the stakeholders were measured. The outcomes are the changes experienced by the stakeholders as a result of the Body Hotel Moving Self-Compassion programme.

Participants who took part in any of the workshops offered by the Body Hotel Moving Self-Compassion programme completed a 'one-time only' questionnaire (n=8). The questionnaire featured questions about participant demographics (gender, age, ethnicity and occupation) and reasons for attending the programme along with information on participants' mental well-being, self-efficacy and the value placed on the Body Hotel Moving Self-Compassion programme.

The questionnaire included validated scales for assessing mental well-being and self-efficacy. The SWEMWBS which was developed to monitor mental well-being in the general population, uses seven positively worded statements with five response categories from 'none of the time' to 'all of the time' to measure mental health. Overall scores can range from 7 to 35, with higher scores indicating higher levels of mental well-being (Tennant et al., 2007). The GSES is a 10-item self-reported measure of self-efficacy. It assesses the perceived self-belief to respond to novel or difficult situations and to cope with any obstacles or setbacks that may present. The score ranges from 10 to 40 with a higher score indicating greater self-efficacy (Jerusalem and Schwarzer, 1995). In addition, six online semi-structured one-to-one interviews with the stakeholders were conducted. Each interview which took approximately 30 minutes in length explored stakeholders' experiences, expectations and outcomes of the Body Hotel Moving Self-Compassion programme.

*'Really like unique and like a great opportunity that you don't really often get like, I've never really come across'. I feel really privileged to have like had that opportunity.'*  
(Participant 4)

*'...there are lots of like physical things like that structured, things like yoga and you know Tai Chi and this sort of thing. But I don't particularly know of something like this that is offered to NHS staff.'* (Stakeholder 4)

*'...nobody else offers anything which is similar to the Body Hotel...'*  
(Stakeholder 1)

*'...and can I just say as well that I mean personally as a participant, it suited me to have the flexibility so I could dip in and out.'* (Participant 5)

## Developing a Theory of Change

A Theory of Change model was created to identify changes experienced by the participants. Theory of Change models illustrate the links between the inputs, outputs, outcomes, and impact (Figure 1).

## Selected quotes indicating stakeholders' perceived benefit in mental wellbeing

*'...staff in our health board, maybe during a particular phase in their lives where they were actually off work and well for a time, it had a particular benefit to them in terms of their well-being...'* (Stakeholder 4)

*'...even though it was in the workplace, they still really benefited from it and we had some really positive feedback about being allowed to be off the unit for something like that and they come back rejuvenated for the rest of the shift.'* (Stakeholder 2)

*'...were saying that they just felt distressed. They felt a lot calmer... I could see people feeling a lot more happier smiley and less tense.'* (Stakeholder 3)

*'...the fact that there were bite sized sessions available. So these sessions were available doing lunch times and they were available over teams. More people able to attend the fact that there was a mix between in person and virtual and they were also intensives, so it was catering for preferred styles and if any anybody had any sort of accessibility issues ... so either accessibility issues or mobility accessibility issues. The fact that they were there was a varied programme.'* (Stakeholder 6)

**Inputs:** participants are anyone working across NHS Wales in the health and social care sector from the following Local Health Boards: Aneurin Bevan UHB, Betsi Cadwaladr UHB, Cardiff and Vale UHB, Cwm Taf Morgannwg UHB, Swansea Bay UHB, HEIW.

**Outputs:** The programme provides 3 types of workshops: bi-weekly online 20-minute lunchtime workshop; recharge movement lounge bi-weekly sessions (1 hour online, evening); and 3-hour intensive workshops every 6 weeks. Participants can attend any of the workshops once or more times.

**Outcomes:** participants reported higher levels of:  
\*mental, physical, emotional and social well-being;  
\*self-efficacy (confidence and resilience).

**Impact:** Medium-long term benefits may include:  
\*improved mental health well-being and resilience for NHS staff;  
\*Increased staff retention for the NHS.

**Figure 1: Theory of Change Model**

## Selected quotes indicating participants' perceived benefit

*'...it's quite holistic in that it is, you know, your mental, physical, emotional. It is that holistic look at, you know, well-being.'* (Participant 1)

*'Was something that was actually just really refreshing... I actually walked away feeling like, yeah, liberated and, you know, inspired and invigorated ... Oh, you know, feeling amazing. Like on top of the world, really.'* (Participant 4)

*'I've got more tools to be able to deal with more challenging situations throughout my day. If I'm feeling particularly stressed.'* (Participant 1)

*'...and I find leaving the session actually more connected to my team. It felt like, you know, with the colleagues that I've been working with, there is just, I don't know, it just felt different...'* (Participant 2)

*'Built confidence ... felt confident after attending the session.'* (Participant 3)

*'I think that's something that has and is very key in in the project and has been in the project of feeling resilient for the work load for, you know, capacity for pressure that you're under actually leaving the session and feeling a bit more able to cope with those things.'* (Participant 2)

*'..24 years or something, you know, since finishing school and I've never, like, had, you know, an opportunity like that, you know, in terms of like, well-being or, you know, for staff opportunities.'* (Participant 4)

*'You know, like working for the NHS is is really, really challenging and it's like, you know, emotionally draining. Helping other people all the time. So it's nice, you know, was it was a really amazing opportunity. I feel quite like fortunate. So I suppose it makes me appreciate working for the NHS a little bit more. Nice to feel valued and given like a really good opportunity.'* (Participant 6)

*'...physical aspect of it that brought it to my the forefront of my my mind and it made me, it wasn't someone telling me, you know, these are the ways you can de stress.'* (Participant 5)

## **Calculation inputs**

To identify costs, researchers consulted with the Body Hotel Director and the Programme Manager. The total cost of The Body Hotel Self-Compassion programme included artist fees and artist activity costs along with costs related to marketing and making activities more accessible for the participants as shown in Table 2.

### **Artist activities cost**

The artist's expenses included the delivery costs and preparation time for all the sessions delivered in the programme along with the facilitator and teacher assistant expenses to support the in-person intensive sessions.

### **Participants' engagement**

The costs related to the engagement of the participants included the GDPR Compliant Platform and the Zoom licence. Costs of making the activities more accessible for the participants included the Welsh translation.



**Table 2: Cost of the Body Hotel Moving Self-Compassion Programme**

<b>Cost category</b>	<b>£</b>
<b>Artist fees</b>	
Facilitator Delivery Sessions (12 - 1.25 hour sessions) rate inc. prep time ( 2h prep:1 delivery)	£3,000
Facilitator Intensive Sessions Half Days (five 3-hour in-person workshops)	£2,500
Movement Tea Break- short interventions (2x20 min interventions) - 20 interventions	£1,500
Clinical Supervision (group and individual supervision drama therapist £50/hour - 20 sessions)	£1,000
Social Media Manager (34 weeks - 3 hours/week - £15 )	£1,530
Tech Assistant for sessions (£15/hour for 15 delivery hours) - in-person intensives (inc. prep + strike)	£293
<b>Total Artist fees</b>	<b>£9,823</b>
<b>Artist Activity costs</b>	
Project Management (The Body Hotel) 34 wks. = 4 hrs/week = £15) - client interface, partner meetings, intake	£3,800
<b>Total artistic activity costs</b>	<b>£3,800</b>
<b>Reaching your audience/ participants</b>	
Practice Better (GDPR Compliant Platform with client participation and admin features) \$89USD/£74 per month	£592
Zoom license for project (£12/month x 8 months of project)	£96
<b>Total reaching your audience/ participants</b>	<b>£688</b>
<b>Costs of making your activity more accessible for your audiences and participants</b>	
Welsh translation (documents, videos)	£506
<b>Total costs of making your activity more accessible</b>	<b>£506</b>
<b>Total expenditure for the Body Hotel programme (6 months)</b>	<b>£14,817</b>
<b>Total cost per person (n=8) for the Body Hotel programme (6 months)</b>	<b>£1,852</b>

## Evidencing outcomes

Analysis of the questionnaires' data indicated that only British female participants took part in the SROI study. All the respondents reported improving well-being (reducing stress, anxiety and exhaustion) as the main reason for attending the Body Hotel Self-Compassion programme followed by building confidence and self-esteem. The mean scores for SWEMWBS and GSES before and after attending the Self-Compassion programme showed a higher level of mental well-being and greater self-confidence, as shown in Table 3.

**Table 3: NHS Participants characteristics**

Participants characteristics	NHS participants
Average age	46 years old
Gender	Female (100%)
Ethnic origin	White British (100%)
Main reason for taking part	Well-being (100%); build confidence/self-esteem (63%)
Weekly household income	£352
Willingness to pay monthly	£15
Mean SWEMWBS before	21
Mean SWEMWBS after	27
Mean GSES before	30
Mean GSES after	35

To understand the value that participants placed on accessing and using the Body Hotel Moving Self-Compassion programme, respondents completed a Contingent Valuation (CV) question suggesting that if the programme was no longer available free of charge how much would they be willing to pay (WTP) for the health benefits of using the programme. Sixty-seven per cent of respondents indicate that they are on average WTP £15 per month, from their own money, to access and avail of the Body Hotel Moving Self-Compassion programme and this is the value they place on the health benefits of participating in the Body Hotel programme. However, one respondent outlined that they could not afford to pay for the Body Hotel programme if not offered through the current provider. Finally, 33% considered that the Body Hotel programme should be available free and supported by the government.

## Well-being Valuation Using Social Value Calculator

Once the data were quantified, well-being valuation was applied to place a monetary value on the quantity of change. The Social Value Calculator uses values from the HACT Social Value Bank (SVB), which includes approximately 120 methodologically consistent and robust social values.

In this study, the ‘High Confidence’ value of £13,080, as identified in the HACT SVB, was used to monetise an improvement in the GSES scale of 4 points or more. This was the value assigned to clients who improved from ‘low confidence’ to ‘high confidence’ as shown in Table 4.

When the number of participants who decreased in confidence by 4 points or more (n=0) was subtracted from the number of clients who improved by 4 points or more on GSES (n=5), the net increase was 5 participants. When 5 was multiplied by £13,080, the total social value for high confidence among participants was £65,400 (5 out of 8 reported an increase of 4 points or more) with the social value per client of £8,175 for the five-month period of the programme.

**Table 4: Total social value using social value calculator**

Outcome	indicators	Net quantity	Financial value	Total social value for all participants	Total social value per participant
NHS participants (n=8)	GSES: one-time-only retrospective questionnaire	5 / 8 reported an increase of 4 points or more	£13,080 per year for feeling high confidence	£65,400	£8,175 (n=8)

## **Deadweight, Attribution and Displacement**

To establish the impact of this SROI study it is necessary to reduce bias and decrease the risk of over-claiming the benefits of the Body Hotel's Moving Self-Compassion programme; hence this SROI methodology requires that deadweight, attribution and displacement are considered (Table 5).

### **Deadweight**

The deadweight is the proportion of observed outcomes that may have happened anyway without the participants attending the Body Hotel activities. In this study, the one-time retrospective questionnaire asked the following question to the participants: "How much of this change would have happened anyway (if you had not participated in the Body Hotel programme)?" The results indicated that the average deadweight was 19% for the participants.

### **Attribution**

Attribution identifies the amount of outcome directly attributed to the Body Hotel Moving Self-Compassion programme. In this study, the one-time retrospective questionnaire asked the following question to the participants: "How much of this change is due to the Body Hotel programme?" The results indicated that the average attribution was 31% for the participants.

### **Displacement**

Displacement considers whether participants had to renounce to carry out other activities that could have impacted their well-being in order to attend the Body Hotel programme. In this study, the one-time retrospective questionnaire asked the following question to the participants: "By participating in the Body Hotel programme over the last several months, how much have you had to give up other activities that benefitted your health and well-being?" The results indicated that the average displacement was 6% for the participants.

## Total Social Value incorporating deadweight, attribution and displacement

When deadweight, attribution, and displacement were considered, the total social value per client experiencing high confidence was £ 4,295 per participant per year (Table 5).

**Table 5: Total social value incorporating deadweight, attribution and displacement**

Outcome	Total social value	Deadweight	Attribution	Displacement	Total social value	Total social value per participant
Confidence & Resilience (n=8)	£65,400	19% (x0.81)	31% (x0.69)	6%(x0.94)	£34,359	£4,295

*‘Umm, I think now if I if I if I’m ever feeling like you know, worried or anxious about my performance or something I can. I can always be like oh, remember that time when you danced with your eyes closed for 5 minutes in front of a stranger? Like, if you can do that, then you can do you know, you can do this job interview or do you know, like, I think I will. I will remember it for like a really long time’ (Participant 3)*

*‘It cannot be measured as months/years or units like that. It can be measured by how it makes somebody feel. The example is like watching the sunset, initially, the effect is instantaneous because you are in the middle of it, you are experiencing it and you are allowing yourself to experience it wholly but also I think it has a residual effect that is left dormant until you re-visit that memory again or you revisit a movement or you revisit a thought. So the effect of how long it lasts is continuous as long you think about it. It can be that you have 50 people watching the sunset and everyone will have a unique experience of watching the sunset, how it made them feel and how long will last but as long as you revisit that memory the effect should last as long as you have that memory. Everyone will experience in a different way and hold in a different way but it will nevertheless last as long as they keep thinking of that workshop.’ (Participant 2)*

## Well-being Valuation Using Mental Health Social Value Calculator

Using the Mental Health Social Value Calculator, before and after attending the Body Hotel programme, SWEMWBS scores for each participant were recorded and values were assigned (Trotter and Rallings Adams, 2017).

Overall SWEMWBS Score	Full monetary value
7 - 14	£0
15-16	£9,639
17-18	£12,255
19-20	£17,561
21-22	£21,049
23-24	£22,944
25-26	£24,225
27-28	£24,877
29-30	£25,480
31-32	£25,856
33-34	£26,175
35	£26,793

### Applying Mental Health Social Value Calculator

Below are the steps for calculating the social value using SWEMWBS (Trotter and Rallings Adams, 2017):

1. Participants completed SWEMWBS questionnaires indicating well-being before and after attending the programme
2. Scores for all seven SWEMWBS questions were summed at each time point.
3. A total score (ranging from 7-35) was recorded for each participant at both time points.
4. The appropriate SWEMWBS monetary value was assigned to each total score.
5. The before value was subtracted from the after value for each participant.
6. 27% was subtracted as 'deadweight' to calculate the total social value for each participant. (Note: 27% is the standard deadweight percentage for health outcomes as recommended by the Housing and Communities Agency (Dancer, 2014).

**Table 6: Social value for participants using Mental Health Social Value Calculator**

ID	Before score	Before value	After score	After value	Difference	After deadweight (27%)
1	22	£21,049	26	£24,225	£3,176	£2,318
2	21	£21,049	28	£24,877	£3,828	£2,794
3	23	£22,944	29	£25,480	£2,536	£1,851
4	17	£12,255	26	£24,225	£11,970	£8,738
5	24	£22,944	24	£22,944	£0	£0
6	27	£24,877	26	£24,225	-£652	-£476
7	16	£9,639	26	£24,225	£14,586	£10,648
8	21	£21,049	27	£24,877	£3,828	£2,794
<b>Total</b>		<b>£155,806</b>		<b>£195,078</b>	<b>£39,272</b>	<b>£28,669</b>
<b>Total social value per participant (n=8)</b>						<b>£3,584</b>

## Calculating SROI Ratio

SROI ratios were calculated using the Social Value Calculator and the Mental Health Social Value Calculator. When the total financial value per participant was compared with the total cost per participant (respondents in the sample n=8), the SROI ratios ranged from £2.32 to £1.94 for every £1 invested for a participant (Table 7).

**Table 7: SROI Ratio using Social Value calculator**

	<b>SROI Ratio (Social Value Calculator)</b>	<b>SROI Ratio (Mental Health Social Value Calculator)</b>
Total financial value per participant (n=8)	£4,295	£3,584
Total cost per participant (n=8)	£1,852	£1,852
<b>SROI ratio per participant (n=8)</b>	<b>£2.32 £2.32:£1</b>	<b>£1.94 £1.94:£1</b>

## Discussion

This SROI study aimed to explore the social value associated with the Body Hotel Moving Self-Compassion programme by measuring the changes in well-being, self-confidence and resilience experienced by the participants. It aimed to measure the monetary and social returns of the programme. The results from this SROI evaluation show a positive social return on investment for the Body Hotel Moving Self-Compassion programme by improvement in mental well-being and self-efficacy reported by the participants.

Dance-movement interventions have been identified as effective in supporting NHS team development and performance along with staff well-being and staff retention (Havsteen-Franklin et al., 2023). In addition, Bräuninger’s randomized controlled trial concluded that dance movement group treatment showed a reduction in stress levels, improved mental health, improved quality of life and better stress management strategies compared to the control group that received no treatment. The author also

concluded that the intervention had long-lasting effects (Bräuninger, 2012a, Bräuninger, 2012b). In support, this social cost evaluation, the first conducted on dance movement interventions aimed at NHS staff, indicated a positive social return on investment with ratios ranging from £1.94 to £2.32 for every £1 invested, adding to the existing body of knowledge. In addition, the CV method was used to understand individuals' choices and preferences as well as estimate participants' willingness to pay (WTP) for the Body Hotel Moving Self-Compassion programme. Estimations indicate that on average participants who had experience of the programme are WTP £15 per month from their own out-of-pocket expenses, to access the intervention and this is the value they place on the health benefits of participating in the Body Hotel Moving Self-Compassion programme. Furthermore, the participants interviewed also described the improvement in mental, physical and emotional well-being and self-efficacy experienced by taking part in the programme along with improved team connectivity. The Body Hotel programme was described as 'unique' in its approach and method of delivery. Participants valued the use of movement to release stress and connect with others appreciating Dr Thania Acarón's skills, experience and unique gift to create an environment where everyone felt free to express themselves.

Finally, the results are aligned with the national implementation workforce Welsh Government (WG) plan which was developed to address NHS workforce challenges with the aim of reducing the current pressure within the NHS along with improving retention and ensuring that staff health and well-being needs are met (Welsh Government, 2023). Therefore, the Body Hotel programme Dance Movement for Employee Wellbeing could provide an innovative approach to enhance staff well-being and address compassion fatigue and burnout that would possibly improve staff retention, currently a key challenge for the NHS.



## **Strengths**

Along with being the first study to assess the social value of dance movement interventions for NHS staff, this study also applied a mixed-method approach using both qualitative and quantitative data. In addition, the quantitative data was strengthened with two valid and reliable outcome measures – SWEMWBS and GSES. The data collection was carried out at one point in time retrospectively at the end of the dance movement intervention which permitted respondents to reflect and give a considered opinion. Furthermore, the contingent valuation questions are specific and realistic for dance movement intervention rather than a concept and apply closed-ended questions which frame the Willingness To Pay (WTP) tangible values, that capture what one seeks to value, yet plausible and meaningful.

## **Limitations**

The number of participants who completed the online post-intervention questionnaire was only 13% of the total participants. Hence, selection bias may have affected the results with those who benefitted the most from attending the programme taking part in the evaluation. In addition, sensitivity analysis due to the low response rate would not apply to the wider context and was not conducted. However, the low response rate may be a reflection of the stress and work pressure experienced by NHS staff and reported by the stakeholders in the one-to-one interviews and the focus group. Indeed, the difficulty in taking part in the programme experienced by staff due to the workload was shared by the respondents. In addition, this study did not involve a control group; hence, the improvement in mental well-being and self-confidence reported could have been due to other factors. However, this limitation was mitigated by the application of the 27% deadweight percentage for health outcomes as recommended by the Housing and Communities Agency (Dancer, 2014). Furthermore, self-reporting percentages for deadweight, attribution and displacement were also included when calculating the self-efficacy score.

## Recommendations

The results showed a positive social return on investment with ratios ranging from £1.94 to £2.32 for every £1 invested. Quantitative and qualitative data indicated that the Body Hotel Moving Self-Compassion programme had a positive impact on mental, physical, emotional and social well-being along with improved self-efficacy. In addition, cost-benefit analysis (CBA) based on measuring participants' actual willingness to pay (WTP) as performed in this study, provides information for policy and decision-makers about the return on investment in monetary terms for the value placed on the health benefits of public health interventions, such as the Body Hotel Moving Self-Compassion programme.

The results support the national implementation workforce WG's plan to reduce the current pressure within the NHS along with improving retention and ensuring that staff health and well-being needs are met (Welsh Government, 2023). In addition, research indicates that dance movement interventions showed a long-lasting improvement in mental health and reduction in stress levels among NHS staff with a positive impact on clinical practice (Havsteen-Franklin et al., 2023, Karkou et al., 2019). Hence, further development and research in the dance movement for employees' well-being interventions aimed at NHS staff, especially in the NHS areas that are experiencing the lowest rate of staff retention and the highest rate of work-related mental health and stress (NMC, 2023) should be supported, especially focusing on programmes integrated into staff development initiatives and underpinned by reliable and robust evaluation methods.

## References

- BRÄUNINGER, I. 2012a. Dance movement therapy group intervention in stress treatment: A randomized controlled trial (RCT). *The Arts in Psychotherapy*, 39, 443-450.
- BRÄUNINGER, I. 2012b. The efficacy of dance movement therapy group on improvement of quality of life: A randomized controlled trial. *The Arts in Psychotherapy*, 39, 296–303.
- CLARK, D. 2023. *Number of public sector employees UK 2023, by industry* [Online]. Statista. Available: <https://www.statista.com/statistics/284104/public-sector-employment-uk-by-industry/> [Accessed].
- DANCER, S. 2014. *Additionality Guide: Fourth Edition 2014*. Home and Communities Agency.
- EDWARDS, R. T. & LAWRENCE, C. L. 2021. ‘What You See is All There is’: The Importance of Heuristics in Cost-Benefit Analysis (CBA) and Social Return on Investment (SROI) in the Evaluation of Public Health Interventions. *Applied Health Economics and Health Policy*, 19, 653-664.
- HAVSTEEN-FRANKLIN, D., DE KNOOP, J., AGTARAP, T., HACKETT, S. & HAEYEN, S. 2023. Evaluation of an arts therapies approach to team development for non-acute healthcare teams in low control and high-pressure environments. *The Arts in Psychotherapy*, 83, 102003.
- HM. 2022. *The Green Book* [Online]. Available: <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government/the-green-book-2020> [Accessed 17th November 2023].
- JERUSALEM, M. & SCHWARZER, R. 1995. General self-efficacy scale--revised--English version.
- KARKOU, V., AITHAL, S., ZUBALA, A. & MEEKUMS, B. 2019. Effectiveness of Dance Movement Therapy in the Treatment of Adults With Depression: A Systematic Review With Meta-Analyses. *Frontiers in Psychology*, 10.
- KOCH, S. C., RIEGE, R. F. F., TISBORN, K., BIONDO, J., MARTIN, L. & BEELMANN, A. 2019. Effects of Dance Movement Therapy and Dance on Health-Related Psychological Outcomes. A Meta-Analysis Update. *Front Psychol*, 10, 1806.
- MAHER, R. & BUHMANN, K. 2019. Meaningful stakeholder engagement: Bottom-up initiatives within global governance frameworks. *Geoforum*, 107.
- NICE. 2013. *How NICE measures value for money in relation to public health interventions* [Online]. Available: <https://www.nice.org.uk/media/default/guidance/lgb10-briefing-20150126.pdf> [Accessed 17th November 2017].
- NICHOLLS, J., LAWLOR, E., NEITZERT, E. & GOODSPEED, T. 2012. *A guide to social return on investment*, London, UK, Office of the Third Sector, Cabinet Office.
- NURSING AND MIDWIFERY COUNCIL (NMC) 2023. The NMC register Wales 1 April 2022 - 31 March 2023. London, UK: NMC Nursing & Midwifery Council.
- SAMARASEKERA, U. 2023. How to fix the NHS. *The Lancet*, 401, 333-334.
- TENNANT, R., HILLER, L., FISHWICK, R., PLATT, S., JOSEPH, S., WEICH, S., PARKINSON, J., SECKER, J. & STEWART-BROWN, S. 2007. The Warwick-

- Edinburgh Mental Well-being Scale (WEMWBS): development and UK validation. *Health and Quality of Life Outcomes*, 5, 63.
- TROTTER, L. & RALLINGS ADAMS, M.-K. 2017. Valuing improvements in mental health: Applying the wellbeing valuation method to WEMWBS. . London, UK: HACT.
- WALES ARTS HEALTH & WELL-BEING NETWORK. 2023. *Case Study: The Body Hotel Moving Respite* [Online]. Wales Arts Health & Well-being Network (WAHWN). Available: <https://wahwn.cymru/knowledge-bank/the-body-hotel-moving-respite> [Accessed 4th August 2023].
- WALLACE, C., RANDALL, S. & ACARÓN, T. 2022. Evaluation of The Body Hotel Moving Respite Pilot Final Report.
- WELSH GOVERNMENT 2023. National Workforce Implementation Plan: Addressing NHS Wales Workforce Challenges. Cardiff, Wales: Welsh Government.
- WEYMAN, A., GLENDINNING, R., O'HARA, R., COSTER, J., ROY, D. & NOLAN, P. 2023. Should I stay or should I go? NHS staff retention in the post COVID-19 world: Challenges and prospects