Staff Health, Safety and Wellbeing Strategy

2013 - 16

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Effective From: 31st January 2013

Review Date: 01st April 2014

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1. Organisational Context and Aim for this Strategy

The core purpose of NHS Ayrshire & Arran is to provide the healthiest life possible for the 376,000 people who live in Ayrshire and Arran and to achieve this we are committed to continual improvement both in service delivery and population health to help deliver the SGHD 2020 Vision for Scotland and the Quality Strategy.

The Board’s Health Safety and Wellbeing Policy statement and this integrated strategy reflects the commitment the NHS Board wants to make to improving staff health, safety and wellbeing over the coming months and years.

The Board recognises the need to balance effectively activity and energy across all four pillars of people, service, finance and quality to ensure that we get things right for patients and staff.

The key people related issues that the Board wants to improve and develop are:

- developing the culture, values and behaviours that reflect the type of organisation that we all want to work in – an open, fair and just culture, focused on learning not blame, with clear underpinning values and behaviours;
- improving staff health, safety and wellbeing, reducing work-related ill health and injuries, and ensuring this is a valued part of our culture;
- improving our systems, arrangements and approach for good people management using our improved and developing approaches to Staff Governance;
- improving how we successfully engage with staff.

Our staff are our greatest resource and the Board is committed to improving staff’s experience, given that when it is positive, the positive impact this has on patient experience. Safe, healthy, valued, respected, and supported staff deliver higher quality care to patients.

The Board is committed to improving the organisation and taking the necessary steps to improve the culture, achieve the behaviour change and genuinely involve and engage with staff, so that staff feel valued and supported while at work and are empowered to make changes and have the freedom to act within the agreed frameworks.

Creating an environment of trust, respect, involvement and value for staff, together with developing positive relationships between staff and their line managers, are essential to building a positive workplace culture of wellbeing and performance.

This strategy is, therefore, predicated on:

- improving organisation behaviour and performance;
- achieving an exemplar health, safety and wellbeing service;
- embedding staff health, safety and wellbeing in the NHS systems and infrastructure.
This strategy builds on the existing work underway across the Board involving a wide range of individuals and lays strong foundations for the further work and improvements required over the next three years, to ensure the development and sustainability of high quality health, safety and wellbeing support services and systems.

A range of challenges and obstacles will require to be tackled and success will require cooperative effort at all levels, with managers and staff working together and taking collective ownership and responsibility for improvement.

All staff have the primary responsibility for their own health, safety and wellbeing. However, as the employer, the Board has a clear obligation to support staff health and wellbeing in the workplace. This strategy identifies the long term ambition the Board wants to make to supporting improvement in staff health, safety and wellbeing and makes specific commitments to a number of key priority areas.

2. Policy Drivers

There are a number of key policy documents that support the development of the Staff Health, Safety and Wellbeing Strategy and the drive for the provision of and improving and safe working environment and the promotion of staff health and wellbeing.

Staff Governance Standards The Staff Governance Standard sets out what each NHSScotland employer must achieve in order to improve continuously in relation to the fair and effective management of staff. Implicit in the Standard is that all legal obligations are met, including NHS employers complying with current employment legislation, and that all policies and agreements are implemented. This strategy will be a key tool in the achievement of these standards. The Standard requires that all NHS Boards must demonstrate that staff are:

- Well informed;
- Appropriately trained;
- Involved in decisions which affect them;
- Treated fairly and consistently; and
- Provided with an improved and safe working environment.

Wellbeing. Dr Steve Boorman undertook a review of NHS health and wellbeing during 2009 which gathered a wealth of evidence on the state of staff health and well-being in the NHS, its impact on quality of care, and cases of best practice. This report is a key document which has and will continue to influence the approach the Board takes to improving staff wellbeing. The key issues identified by Boorman for employers to address – staff absence due to musculoskeletal and mental health issues, review the occupational health provision and associated staffing provision, to ensure that occupational health teams are able to focus on preventative activity to support staff in healthy life-choices as well as providing a gateway to early treatment of health problems.

“Safe and Well at Work: Occupational Health and Safety Strategic Framework for NHS Scotland". This person centred strategic framework provides a national
statement of aims and priorities, together with a clear framework for delivering improvements in the occupational health and safety of NHS Scotland staff and sets out how NHS Scotland Boards should approach occupational health and safety to keep staff motivated and healthy, engaged and safe. It aims to:

- Ensure consistent and effective organisational commitment to improving the health, safety and wellbeing of all staff;
- Demonstrate that improved health and wellbeing of staff is clearly linked to improvements in patient care; and
- Demonstrate clear links to the Quality Strategy and Staff Governance Standard.

Boards are expected to build upon existing systems of management, including those covering occupational health and safety risk and controls, to drive forward improvements against the strategic aims outlined in this framework. Boards must ensure these systems of management are fully in place and operating, and then focus attention on the four priority areas identified for action:

- Mental health and wellbeing;
- Musculoskeletal disorders;
- Aggression and violence; and
- Slips, trips and falls.

**Health and Safety legislation** The Health and Safety at Work etc. Act 1974 supported by subordinate legislation sets out the Board’s legal health and safety responsibilities. Like all employers, NHS Ayrshire & Arran is responsible for ensuring that staff and others who are affected by our activities are free from risk so far as is reasonably practicable.

Effective health and safety is built upon the concept of practical and sensible health and safety practice. Being “risk aware, not risk averse” is built into NHS Ayrshire & Arran’s whole approach to managing risk in all aspects of its service provision. Practical and sensible health and safety awareness is the key to ensuring that managers and staff alike can deliver on their service priorities whilst ensuring the risks associated with their work are managed in a sensible, proportionate and legal manner.

The message NHS Ayrshire & Arran conveys is a simple one: NHS Ayrshire & Arran will manage health safety and wellbeing with the same degree of expertise and to the same standard as our other core business activities so that we can effectively control risks and prevent harm to people.

NHS Ayrshire & Arran has adopted the Health and Safety Executive HSG65-“Successful health and safety management standard” as its safety management standard. The key elements of successful health and safety management are:-

- Effective health, safety and wellbeing policies setting a clear direction;
- An effective management structure and arrangements to deliver the policy;
• A planned and systematic approach to implementing the policy through an effective management system;
• Performance is measured against agreed standards to reveal when and where improvement is needed; and
• Learning from all relevant experience and applying the lessons.

Health Promoting Health Service: Action in Hospital Settings, CEL 01(2012), is the current policy driver for Health Promoting Health Services, reinforcing the concept that “every healthcare contact is a health improvement opportunity”. It builds on the work of CEL 14 (2006), Health Promoting Health Service: Action in Acute Care Settings, which asked all Boards to implement specific promoting actions in smoking, alcohol, breastfeeding, food and health, and health at work, to support health in the acute care setting. The CEL 01(2012) extends these original aspirations and range of actions to include sexual health and physical activity, and also includes community hospitals in the settings targeted.

It aims to sharpen local leadership, governance and accountability in this area, and harness improvement capability for the health promoting health service approach.

Inequalities in Health. There are a number of definitions of health inequalities. Put simply, they are unfair differences in the health of the population that occur across social classes or population groups. They are the result of social circumstances and they are not inevitable.

In recent years there has been a growing body of evidence to support the fact that work is a key social determinant of good health:
• Marmot review of health inequalities: “Fair Society, Healthy Lives”
• Waddell and Burton’s review “Is Work Good for Your Health and Well-being”? The Marmot Review concluded that reducing health inequalities will require action on six policy objectives including
  • “Create fair employment and good work for all”
Marmot defines “good” work as having a number of key characteristics including
  • a fair employment in terms of earnings
  • some control over the work undertaken
  • opportunities for skill development.

In their review Waddell and Burton found a strong body of evidence to support the conclusion that work is generally good for your health and that unemployment is generally harmful to health and reported
  • “Employment is generally the most important means of obtaining adequate economic resources, which are essential for material well-being and full participation in today’s society”.
  • “Employment and socio-economic status are the main drivers of social gradients in physical and mental health and mortality”.

In the workplace health inequalities may exist between those who are more highly skilled and well paid, living in more affluent areas compared to those who are manual workers, more poorly paid and living in deprived areas.
Action requires to be taken to enable healthier lifestyles across the life course and highlight different needs of particular population groups, for example, low paid workers.

The aim of this strategy is to emphasise health and wellbeing rather than sickness. This means giving attention to the twin elements of “feeling good and functioning well”.

Long term chronic conditions such as heart and respiratory diseases, diabetes, cancers and depression share similar preventable causes and many of these may be linked directly to lifestyle behaviours and choices. Smoking, unhealthy nutrition and eating, physical inactivity, alcohol consumption and stress separately and in combination have a profound impact on the health and wellbeing of people.

Changing behaviour is difficult and is not just a case of simple choices. Behaviours are shaped by context and by competing demands. Evidence indicates that if people are isolated or going through stressful life circumstances they will find it very difficult to make lifestyle changes.

This diagram illustrates some of the forces that act directly on health related behaviours. This workplace strategy can only seek to change some of these forces but can still enable staff to reduce health hazards and improve their health and wellbeing and increase healthy life expectancy.

3. Health, Safety and Wellbeing Benefits

Organisational Benefits
- Quality improvements and positive patient experience leading to enhanced reputation in the local community
- Achievement of the Board’s health, safety and wellbeing objective
- Improved attendance at work and reduction in sickness absence rates;
- Increased commitment and satisfaction from staff leading to increased productivity;
- Improved retention of good staff, reducing the cost of organisational turnover and retaining skilled and experienced workers;
- Reducing uninsured costs and civil action costs

**Employee Benefits**
- Reduced illness and improved health and wellbeing
- Protecting staff from the suffering caused by accidents and ill health;
- Staff having worthwhile jobs that make a difference to patients.
- Increased morale and engagement with work;
- Access to support to help staff keep themselves healthy and safe;
- Support staff to deal with and act upon the ups and downs of life more positively and effectively and are supported in dealing with stressful situations;
- Promotes a positive self image;
- Through good communications support staff to understand and adapt to change easily;

**Patients Benefits**
- Enhancing patient experience and outcomes - the association between staff wellbeing and safety, turnover, efficiency and patient care and quality is well documented\(^1\)\(^2\)\(^3\);
- Stability in the workforce providing consistent and safe care;
- Improved access to services due to increased productivity;
- Reduced number of accidents and complaints;
- Patient experience is improved by being in a more positive, energised and happier environment

4. **Health, Safety and Wellbeing in the workplace**

The strategy will be reviewed regularly to ensure that it is fit for purpose to meet the requirements of the organisation while being responsive to changes and developments within the service.

Line managers, senior managers and leaders all have a responsibility for the health, safety and wellbeing of employees whilst at work and must recognise the impact of good people management on service delivery and organisational performance. Strong leadership and management development is an important element of this strategy.

\(^1\) Safe and Well at Work: Occupational Health and Safety Strategic Framework for NHSScotland
\(^3\) NICE Public Health Guidance 22, 2009, Promoting mental wellbeing through productive and healthy working conditions; guidance for employers
The Staff Governance Standards clearly identifies the right of all staff to be fairly and effectively managed, but it also clearly identifies the responsibility of all staff to actively participate in improving their health, safety and wellbeing and take responsibility for their actions in relation to the organisation, fellow staff, patients, their carers and the general public.

NHS Ayrshire & Arran firmly believes that to achieve continuous improvement employees must accept that they have a responsibility for their own health, safety and wellbeing, as well as that of their colleagues. We all have a personal responsibility to take forward and engage in activity that will improve health, safety and wellbeing of ourselves and our colleagues. This includes recognising what constitutes personal responsibilities, participating fully in NHS Ayrshire & Arran processes such as PDR, staff engagement, training, team activities, being open and raising issues with the line manager at the earliest opportunity.

5. Current Context

NHS Ayrshire & Arran has been involved in health, safety and wellbeing initiatives for many years. Examples of initiatives are as follows:

- Significant investments in OHxtra providing a first class Physiotherapy and Occupational Therapy service to staff
- Staff support centre incorporating Occupational Health and Staff care
- In line with the Public Health priorities of Alcohol, Tobacco, Obesity & Mental Health, the Health Promoting Hospitals Unit provides a Health & Wellbeing Advisor for staff to provide smoking cessation support and weight management for staff within NHS Ayrshire & Arran.
- Currently NHS Ayrshire & Arran hold the Silver Award for Healthy Working Lives with the Gold Award in progress. Staff are provided with a range of activities which are designed to enhance and improve wellbeing at work. These activities include exercise classes held in most hospital sites, corporate membership to local gyms, golf tournaments, mindfulness classes and activity days, e.g. kayaking.
- During December 2012, a series of Staff Health & Wellbeing Roadshows took place organised by the Staff Healthy Working Lives Group. These events brought together areas of information to support staff wellbeing at work, e.g. Smoking Cessation, Addictions, Occupational Health & Safety, Physiotherapy, Unions, etc.
- Structured programme of health and safety training courses including fire, violence and aggression and recently introduced manual handling competency assessments for patient and non patient manual handling
- Provision of competent health and safety advice covering a large variety of specialisms
- Established and maintained an effective Safety Management System.

6. Staff Health, Safety and Wellbeing Strategic Goals

Over the past few years the Board has established a good track record on staff health, safety, and wellbeing but a culture and environment now needs to be created
in which our managers and staff are working collaboratively to improve staff health, safety and wellbeing and clear targets for improvement need to be set reflecting legislative requirements, policy requirements, and “best practice”.

The Board improvement plan is focussed on four 4 long term strategic goals:

**Goal 1**  We will work with staff to improve their mental wellbeing and eliminate work place stress

**Goal 2**  We will work with staff to improve their physical wellbeing and enable them to have longer healthier lives

**Goal 3**  We will work with staff to provide a continuously improving and safe working environment

**Goal 4**  We will provide strategic leadership for health, safety and wellbeing to ensure that this is fully integrated into daily activity

7. Staff Health Safety and Wellbeing Strategic objectives

These four long term strategic goals will be progressed through tackling seven medium term objectives as part of a 3 year plan.

For each objective, a clear action plan will be developed identifying the actions and interventions necessary to progress the objective. Over the next 3 years:

1. The Healthy Working Lives Gold award will be achieved and maintained.
2. Staff engagement will take place to establish a baseline assessment status of all aspects of staff health and wellbeing, the findings from which will guide future activity and help to define improvement trajectories for staff health and attendance.
3. The introduction of an on-line system for the provision of staff health checks, to support staff to improve their own health and wellbeing, will be fully scoped, costed and introduced.
4. Those staff who have limited access to IT at work will be offered a face to face health check to assist them to address existing health issues and improve their wellbeing and begin to address health inequalities within the workplace.
   - For further scoping – identify the capacity required to deliver this reflecting on the outcome of the recent pilot; identify how to phase the introduction of this over the next 3 years
5. A basket of mechanisms and approaches will be put in place to improve staff mental health and wellbeing. Specific focus will be given to supporting the long term aspiration of eliminating workplace stress and helping staff to recognise the impact of stress and cope with the effects
   - Further scoping is required to identify the specific actions and improvement metrics against which progress will be measured over the next 3 years and the necessary capacity and resources. This may include – staff stress awareness training/support; coping skills, counselling, CBT deliverables and capacity including availability of stress awareness and coping skills, counselling, and CBT
6. Staff harm will be reduced by:
   - Introducing a more robust approach to the identification and provision of Statutory and Mandatory training across the Board and specifically
undertaking focussed work to reduce the number of assaults on staff through robust training need analysis and risk assessment and provision of appropriate training

- Introducing a preventative approach to musculoskeletal injuries targeted at those staff groups/service areas where traditionally injuries take place
- Reducing the number of needlestick injuries with an aspiration to eliminate such injuries in the longer term through the greater use of safety devices, and a programme of awareness raising and training.

Further scoping is required to identify the specific actions and improvement metrics against which progress will be measured over the next 3 years.

7. Staff who are on long term sick leave will be supported to return to work at as early a stage as possible, either to their own job or to undertake other work within a different department in recognition of the health benefits of work.

- For further scoping – consider whether a target is agreed for reduction of long term absence

A programme for work for the reformed Health, Safety and Wellbeing Committee to achieve these objectives is at Appendix 1.

8. Health Safety and Wellbeing Indicators

Indicators will be developed for each objective to ensure that a baseline measure(s) exist. This work will be progressed by the Health, Safety and Wellbeing Committee work groups and informed by baseline survey.

Evidence of performance against the health, safety and wellbeing indicators will come from a number of evidence sources including:

- Staff Survey
- Other surveys which the Board elects to undertake
- Quality improvement and Customer care
- Board workforce indicators such as Sickness absence and appraisal and personal development performance
- Occupational Health and Counselling Service trend information
- Incident data
- Adverse investigation reports
- Directorate Partnership Forums
- Complaints

9. Monitoring and Evaluation

Health, Safety and Wellbeing Committee will assume the responsibility for managing the progress against the action plan. Each task within the action plan will be assigned to a lead officer who will take responsibility for reporting progress to the Committee.
Progress to the Board will be via the Area Partnership Forum and Staff Governance Committee and will be the responsibility of the Director of Organisation and Human Resource Development.

10. Equality and Diversity Statement

All employees should be treated fairly and with respect, regardless of age, disability, gender, marital status, membership or non-membership of a trade union, race, religion, domestic circumstances, sexual orientation, ethnic or national origin, social and employment status or gender re-assignment.

The support required for staff who have a disability or suffer from mental health issues is particularly highlighted in the action plan. In addition, the recognition that all health and wellbeing initiatives should be accessible to all staff regardless of working patterns is implicit throughout the strategy and action plan.
Appendix 1

Health, Safety and Wellbeing Committee Workplan 2013-2016

Year 1

- To ensure compliance with legislative requirements and best practice, existing sub-groups should continue with the development and implementation of improvement planning for key areas. Ensure there are specific objectives focussed on reducing the incidence of work related ill-health and injuries and their causes.
- With the establishment of Directorate Partnership Forums, health, safety and wellbeing, including reporting mechanisms will be firmly imbedded in the process;
- Provide effective leadership and corporate commitment to staff health, safety and wellbeing through the identification of executive, operational leads and workplace champions to support and promote employee participation and involvement (there needs to be a clear link to the PDP process);
- In line with the strategic objectives set, KPIs will be agreed for the Wellbeing workstream and the sub-group will develop work plan to progress these, and are likely to include the following:
  - Consultation to minimise duplication of activity taking into consideration the results from the Staff Health & Wellbeing mapping exercise;
  - Ensure there are clear KPIs agreed to improve mental and physical wellbeing of staff;
  - Ensure linkage to Health Promoting Health Services Strategic work and establish how Healthy Working Lives will fit within overall strategy;
  - Identify strategic model and intervention pathways, including staff health checks and the level of such checks focussing on a person centred approach;
  - Identify appropriate tools to undertake baseline of the health and wellbeing of our staff, gathering an understanding of staffs experience and needs (Involvement and engagement of staff). Start evaluation programme in last quarter of year 1;
  - Evaluate existing health promotion activities;
  - Develop metrics to monitor change;
- Re-brand Health, Safety and Wellbeing focussing on prevention rather than treatment;
- Review existing Managing Stress in the Workplace Policy and associated policies.

Year 2

- Existing sub-groups will continue with the development and implementation of improvement planning for key areas to ensure compliance with legislative requirements and best practice and maintain KPI’s;
- Build upon findings from baseline evaluation and develop work plans;
- Improve management practices to ensure that managers have the skills and tools available to confidently support staff to improve their physical and mental health problems;
- Evaluate existing Staff Support Centre activities and determine potential improvements;
- Leadership training initiatives will promote the wider agenda of health, safety and wellbeing and will not be specifically targeted towards stress management. Managers should see health, safety and wellbeing as an integral part of delivering their service.
- All managers to be made aware of the role of health, safety and wellbeing services and are clear about the links between staff health and wellbeing and organisational performance. This health awareness will be built into annual performance assessment and personal development planning processes.

Year 3
- Continual improvement and evaluation.