Staff Health, Safety & Wellbeing Strategy

2019 - 2022

Working together to achieve the healthiest life possible for everyone in Ayrshire and Arran
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Working together to achieve the healthiest life possible for everyone in Ayrshire and Arran
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 Scottish Government Health Department 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; and
• 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.
ORGANISATIONAL CONTEXT AND AIM FOR THIS STRATEGY CONTINUED

This strategy is therefore predicted on:

- improving organisation behaviour and performance;
- achieving an exemplar health, safety and wellbeing service;
- ensuring that we address inequalities in all of the work that we undertake, with plans undergoing inequalities impact assessment and
- 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 co-operative 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, safety 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.

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POLICY DRIVERS

There are a number of key policy documents that support this strategy.

Staff Governance Standards

The Staff Governance Standards set 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 Standards 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 Standards require 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 wellbeing 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.


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 NHSScotland staff. The framework sets out how NHSScotland 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.
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 while 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 though 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.

A letter from the Chief Medical Officer (CMO) (2015) builds on CEL01(2012) and CEL14 (2006) and is the current policy driver for health promotion in the acute setting, reinforcing the concept that ‘every healthcare contact is a health improvement opportunity’. It directs all Boards to implement specific health promoting actions in relation to smoking, alcohol, breastfeeding, food and health, sexual health and so on, and to embed health improvement in the acute care setting.

There is strong emphasis in the CMO letter in relation to the importance of staff health, which inextricably links the Health Promoting Health Service framework to this strategy.

The CMO letter aims to sharpen local leadership, governance and accountability in this area, and harness improvement capability for the health promoting health service approach.
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 Wellbeing”?

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; and
- 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.

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.
Inequalities in health

The diagram on this page 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.

Adapted from the intersectoral action for health WHO 1986 diagram
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;
• Organisational benefit is ensured by reducing uninsured costs and civil action costs.

Patient benefits

• Enhancing patient experience and outcomes - the association between staff wellbeing and safety, turnover, efficiency and patient care and quality is well documented;123
• 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.

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1 Safe and Well at Work: Occupational Health and Safety Strategic Framework for NHSScotland.
3 NICE Public Health Guidance 22, 209, Promoting mental wellbeing through productive and healthy working conditions, guidance for employers.
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 while 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.

The Staff Governance Standards clearly identify 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.

NHS Ayrshire & Arran also recognises that to be truly successful in the delivery of our Health, Safety and Wellbeing Strategy, we need to ensure that the discipline of Human Factors principles and methods are embedded across the organisation. We require to have a whole system approach with our work being design-driven to take account of our human characteristics, needs, capabilities and preferences. Adopting such approach will have multiple benefits and contribute to improvements in safety management, staff wellbeing and enhanced experience for patients and families benefits.
CURRENT CONTEXT


During 2016-2019 NHS Ayrshire & Arran has continued to been involved in a significant amount of health, safety and wellbeing initiatives with examples of these being:

- The Gold Award has been successfully maintained since we achieved this in 2016. Events and campaigns that are above and beyond the requirements of the Award continue to be developed and delivered;
- Beyond the Gold Award, NHS Ayrshire and Arran recognises the range of routes to wellbeing that go beyond our work to promote staff to be more active, and relates to the importance of staff making connections with others; staff taking notice and being aware of the world around them; and staff having interests, keeping learning or trying something new. To illustrate this, activities included ‘Wellies on Wednesday’ gardening event and the ‘Get Snappy’ Photography competition;
- Given the importance that being active has to improving health and wellbeing, the Board introduced a very intentional, focussed and well publicised physical activity campaign during 2018/19, commencing with the HR Director’s launch video in August 2018. The campaign had both general and season specific branding, providing a visible framework for communicating and promoting staff wellbeing activities;
- In response to the Board’s first WellPoint Kiosk report which stated that 64.7% of the staff who had engaged with the kiosks were in the overweight and obese category, we delivered a healthy weight campaign. This was launched in August 2018. Infographic flyers and calorie information posters were displayed throughout the dining rooms, a dedicated AthenA page was set up for staff to get more information about weight loss programmes available and endowment funding allowed the purchase of 500 ‘Eat Well Plate’ trays aimed at informing staff on healthy portion sizes when selecting their meals from the dining room;
- Against a national target for staff flu immunisation in 2017/18 of 50%, NHS Ayrshire & Arran achieved a performance level of 52.4%. At the end of the 2017/18 campaign and focused on further improving levels of staff flu immunisation in 2018/19, the HR Director convened a Staff Flu Vaccination ‘Think Tank’ to identify how further improvements in staff uptake could be achieved in future years. The Nurse Director, Employee Director, Occupational Health, Peer Vaccinators, service managers and Communications participated in the ‘Think Tank’ and a number of new initiatives were put into practice before and during the 2018/19 achieving 63% of staff vaccinated;
- Undertook a range of health, safety and wellbeing roadshows providing information and support including smoking cessation, addictions, occupational health and safety, physiotherapy, needlestick injuries.
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 long term strategic goals:

**Goal one**

We will work with staff to improve their mental wellbeing.

**Goal two**

We will work with staff to improve their physical health.

**Goal three**

We will work with staff to provide a continuously improving and safe working environment.

**Goal four**

We will provide strategic leadership for health, safety and wellbeing to ensure that this is fully integrated into daily activity.
These four long term strategic goals will be progressed through tackling medium term objectives as part of a three-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 three years:

1. Through the Health Safety and Wellbeing Committee we will:
   • Maintain our commitment to putting staff at the heart of this strategy and will ensure inclusive communication on all aspects;
   • Continue to develop mechanisms for scrutiny and assurance reporting on activity and compliance across all directorates and, health and social care partnerships.

2. The Statutory Compliance and Best Practice Group will support the Health, Safety and Wellbeing Committee in the delivery of this strategy. The group will focus on staff and patient harm arising from general health and safety activities and this will include:
   • Development of policies, procedures an guidance on specific subjects as identified by risk profile;
   • Identify improvements in areas where the effects of harm can be reduced including but not limited to: musculoskeletal injuries, violence & aggression, Slip trips and falls, needlestick injuries and stress;
   • Implementation of a programme of measuring performance and organisational audit.

3. The Staff Wellbeing Group will support the Health, Safety and Wellbeing Committee, in the delivery of this strategy. The group will identify key actions and develop and implement an action plan to improve and support the mental health and wellbeing of staff, this will be inclusive of:
   • Activity on Work Related Stress;
   • Activity to maintain the Gold Healthy Working Lives Award;
   • Activity to provide access to staff health checks – both face to face and electronic; and;
   • Maintaining our commitment to promoting attendance by supporting mechanisms and activities to improve attendance at work.
HEALTH SAFETY AND WELLBEING INDICATORS

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

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

- i-Matter;
- 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 safety information;
- adverse incident, complaints and claims data; and
- exit feedback.

MONITORING AND EVALUATION

The 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 through the Area Partnership Forum and Staff Governance Committee and will be the responsibility of the Human Resources Director.
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.
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