

Employment and Health Team NHS Greater Glasgow and Clyde Framework 2017

The Employment and Health Team is a specialist Health Improvement team operating across NHS Greater Glasgow and Clyde. Part of the Public Health Directorate, the team strategically supports the organisation to deliver on employability, the 'good work' agenda and vocational rehabilitation. The team delivers the national Healthy Working Lives programme of services and solutions to workplaces in the area and supports the Financial Inclusion and NHSGGC Staff Health Strategy workstreams.

Health Improvement

Health Improvement is concerned with improving the health and wellbeing of populations and reducing inequalities by using health promotion, prevention and community development approaches to influence the lifestyle and socio-economic, physical and cultural environment of populations, communities and individuals. In Scotland the discipline of health improvement has a leadership

Public Health

The purpose of public health is to:

- Improve health and wellbeing in the population,
- Prevent disease and minimise its consequences,
- Prolong valued life,
- Reduce inequalities in health.

This is achieved through:

- Taking a population perspective,
- Mobilising the organised efforts of society and acting as an advocate for the public's health,
- Enabling people and communities to increase their control over their own health and wellbeing,
- Acting on the social, economic, environmental and biological determinants of health and wellbeing,
- Protecting from and minimising the impact of health risks to the population.
- Ensuring that preventive, treatment and care services are of high quality, evidence-based and of best value.

role for addressing inequalities in population.

Aim

The aim of the Employment and Health Team is to improve the health and employability outcomes of our working age population to better enable a diverse, engaged, skilled and sustained workforce.

NHSGGC Priorities

High level outcomes with a corresponding strategic logic model have been defined for the Health and Work agenda in NHSGGC (Appendix A). The team has a key role in delivering against these and are monitored in the accompanying annual action plans and progress reports.

National Outcomes

[Sixteen National Outcomes](#) describe what the Government wants to achieve, articulating more fully this Government's [Purpose](#). They help to sharpen the focus of government, enable priorities to be clearly understood and provide a clear structure for delivery. The following outcomes relate to our work:

NO 1. We live in a Scotland that is the most attractive place for doing [business](#) in Europe

NO 2. We realise our full economic potential with more and better [employment opportunities](#) for our people.

NO 6. We live longer, [healthier lives](#).

NO 7. We have tackled the significant [inequalities](#) in Scottish society

Key Policy Drivers for Employment and Health

- Health Works, Scottish Government (2009)
- Fair Society Healthy Lives, The Marmot Review (2010)
- NICE guideline: Workplace policy and management practices to improve the health and wellbeing of employees (2015)
- A Step Change for Glasgow – Glasgow’s Economic and Development Strategy 2006- 2016 (2006)
- Creating a Fairer Scotland: Discussion (2015) and Fair Work Convention
- Workforce Plus
- Procurement Reform [Scotland] Act (2014)
- Working for a Healthier Tomorrow - Dame Carol Black Review (2008)
- NHS Health Scotland: Healthy Working Lives Business Plans

Governance and Links

The work of the team is managed by the Health Improvement and Inequalities Manager for Employment and Health with accountability to the Public Health Directorate's Head of Health Improvement. There is also a professional leadership line to the chair of the NHSGGC Employment and Health Strategic Group.

The teams work reports into

- NHSGGC Health Improvement and Inequalities Group.
- National Healthy Working Lives Implementation Group
- NHSGGC Employment and Health Strategic Group*
- NHSGGC Staff Health Strategy Governance Group
- NHSGGC Financial Inclusion Group

The team's work is shaped by and contributes to other groups including:

- National Welfare Reform Health and Employability Forum
- NHSGGC Staff Health Strategy Governance Group
- NHSGGC Better Health Through Procurement sub group (of*)
- Public Health Directorate Meetings

Employment and Health Strategic Group

Work on employment and health is complex and needs to be driven and co-ordinated across NHS functions. There is a need for clear linkages across health and social care, acute and primary care, across different health interventions and with a range of external partners to deliver on the employability agenda. The Employment and Health Strategic Group has a remit to provide leadership for this work on employability to ensure that NHSGGC has a consistent approach as an employer, a service provider, a local investor and a partner.

Working principles

- Our work will be informed by research and evidence about what works, and it will be inequalities sensitive.
- We will involve our clients, community, staff and partners in our decisions, developing and maintaining key partnerships in our field.
- Our highly motivated team is central to our success. By enabling their on-going development we will ensure the provision of the best possible service to our clients and partners.

Programme Areas

The team primarily deliver on three interlinking programme areas: In Work/Good Work, Vocational Rehabilitation and Employability. The team's staffs are aligned to these three work areas, and the team structure can be found at Appendix B.

In Work/Good Work

We will focus on developing the workplace as a setting for improving employee health, safety, prosperity and equity including issues relating to in-work poverty, underemployment, the gender gap, churning and precariousness. We will work to address:

- Mental Health and Wellbeing
- Sedentary behaviour
- Alcohol reduction
- Weight management
- Older workforce issues
- Leadership competences for health improvement
- In work poverty in the care sector

Through our partnership with NHS Health Scotland's Health and Work Directorate (inc Healthy Working Lives) we focus on the workplace. We provide free, confidential support and advice to employers with the aim of creating a healthier workforce. We do this by raising awareness and understanding of the

benefits of a healthy workforce and help them create a supportive environment that enables employees to be proactive when and if possible to protect and enhance their own health and wellbeing. Workplaces may choose to work toward either Bronze Silver or Gold awards by following the Healthy Working lives Award Programme. We offer free and confidential Health and Safety assessment visits to small and medium-sized companies (up to 250 employees) to advise and support them to become healthier and safer workplaces, to the benefit of their employees' health, safety and wellbeing. In addition, we deliver a range of core Health and Safety training courses to enable companies, primarily small and medium-sized companies, to develop the knowledge and skills to manage workplace health and safety more effectively.

Motivated, happier and well supported employees are less likely to be off sick and productivity may be enhanced. The partnership between NHSGGC and NHS Health Scotland requires us to achieve Key Performance Indicators, set and agreed by both partners. There are three in total:

- KPI 1 is the number of employees attending training and awareness sessions

- KPI2 is the number of employers accessing our service, including those registering for the award, and had visits
- KPI3 is the number of workplace health and wellbeing policies we have supported employers in developing

In the period from December 2013 until December 2016, 4,652 companies in Greater Glasgow and Clyde have accessed our services, which in turn has benefited over 549,056 employees.

Vocational Rehabilitation

We will focus on delivering on the Health Works agenda and the VR components of this. Evidence tells us that effective vocational rehabilitation is dependent on work-focused healthcare and accommodating workplaces and that this must be coordinated. As such the VR programme of work focuses on:

- Improved awareness and understanding of positive relationship between 'good' work, good health, and productivity for employers, employees, GPs & NHSGGC staff
- More employers supported to help employees to remain in / return to work

- Identifying and embedding pathways and processes to deliver on the above
- Development of an NHS GGC Strategy on Vocational Rehabilitation
- Development and training of staff in raising the work issue and conducting tests of change in acute

<http://www.knowledge.scot.nhs.uk/work/policy-and-practice.aspx>

Financial Inclusion

A definition of financial inclusion is: access for individuals to appropriate financial products and services. This includes people having the skills, knowledge and understanding to make best use of those products and services. Financial exclusion is often a symptom of poverty as well as a cause. Evidence demonstrates that having a long term condition or disability can have a negative impact on the individual and their family. The Scottish Government's Financial Inclusion Action Plan 2005, Welfare Reform Plan, 2012 and Health Promoting Health Service CMO Letter prioritise the need for people to have access to banking, affordable credit and social security help and advice. The financial inclusion programme of work focuses on:

- Access to money advice services within NHS GGC Acute Hospitals through commissioning of services using both a co-location and in-reach model
- Clear referral pathways developed to local services
- Training and development for staff empowering them to raise the issue of money and making an onward referral to advice services
- Monitoring of outcomes and setting improvement measures

Employability

Employability is defined by the Scottish Government as: ‘The combination of factors and processes which enable people to progress towards or get into employment, to stay in employment, and to move on in the workplace.’

It is widely recognised and supported by evidence that, in general, being in good work is good for health (Waddell and Burton 2006). There is also a strong link between unemployment and deterioration in physical and mental health and well-being (Black 2008). Evidence also suggests that, with appropriate support, over 90% of people with common health conditions can be helped to work and that the numbers leaving work to claim incapacity benefits could be reduced by

20-60% (Waddell et al 2008). Following a government review of the working age population “Working for a Healthier Tomorrow” (Black 2008) a number of measures were recommended to address employability:

- Recruitment to reach and work with those most at a distance from the labour market
- Rehabilitation and retention to support those who have ill health to return to and remain in the workplace
- Empowering employees to develop skills and to progress in the workplace

This will provide benefits not just in relation to the health of the individual but also the economic benefits for Scotland as a whole. The team has a key role to play in providing support and guidance to employers and to health and care colleagues in the delivery of the employability agenda.

Employability: Board Wide

The team will support the Employment and Health Strategic Group to raise the agenda within NHSGCC, in Partnerships, and with key partners. Areas where the team will input include:

- Mapping the impact of Brexit on Employment and Health

- Health Works annual action planning and monitoring reports
- Preparing Agendas, senior reports and organising seminars

The team will also support Procurement and Capital Planning to deliver their Better Health through Employment framework. As members of the BHTE Group we will work towards the following:

Support and encourage community benefits to be established in NHSGGC contracts.

- Development of systematic approaches to encourage more Community Benefits clauses (employability and Health improvement) to be included in contracts.
- Develop / update systems to monitor the implementation of these clauses.

Promote and continue to monitor use of Supported Businesses in NHSGGC contracts

- development of systematic approaches which will embed and increase the use of supported businesses when procuring

Promote the use of anti poverty measures in NHS contracts

- Develop approaches to promote the 'Good Work' agenda with our suppliers

including: Living Wage, flexible policies, supportive employment practices, secure contracts.

- Establish a range of targets for HubCo utilising the Construction Skills Client Base approach.
- Establish a minimum number of service contracts with wider social benefit considerations

Staff Health Strategy

The team will support the implementation of the NHSGGC's Staff Health Strategy 2017-20. Key activities include:

- Coordinating and contributing to delivery of PHD Health Improvement team action plan
- Writing and editing the strategy document
- Contribution to delivery of SHS Communications Plan
- Editing A Healthier Place to Work website
- Attendance on SHS Gov group, Employee Wellbeing Group and Stress at Work Group and contribution to action plans
- Delivery of Mindfulness Programme for staff

Contact Information

ADDRESS: Ground Floor, West House,
Gartnavel Hospital Campus, 1055 Great
Western Road, Glasgow G120 XH

MAIN phone number for the team:

0141 201 4860

Team Manager

Lisa Buck mob: 07580 778 464

lisa.buck@ggc.scot.nhs.uk

Clerical Officer

Noreen Hutchison

Noreen.hutchison@ggc.scot.nhs.uk

In Work / Good Work

Amanda McCrae:

Amanda.Mccrae@ggc.scot.nhs.uk

Fraser Peden mob: 07825 340561

Fraser.Peden@nhs.net

Margaret Comrie mob: 07580 778 457

Margaret.comrie@ggc.scot.nhs.uk

Jenny Milne:

Jenny.Milne@ggc.scot.nhs.uk

Liz Donaghy:

Liz.donaghy@ggc.scot.nhs.uk

Vocational Rehabilitation & Financial Inclusion

Jane Beresford mob: 07773213679

Jane.Beresford@ggc.scot.nhs.uk

Lesley McBrien mob: 07580 778 442

Lesley.mcbrien@ggc.scot.nhs.uk

Catherine McMahon mob: 07580 778 424

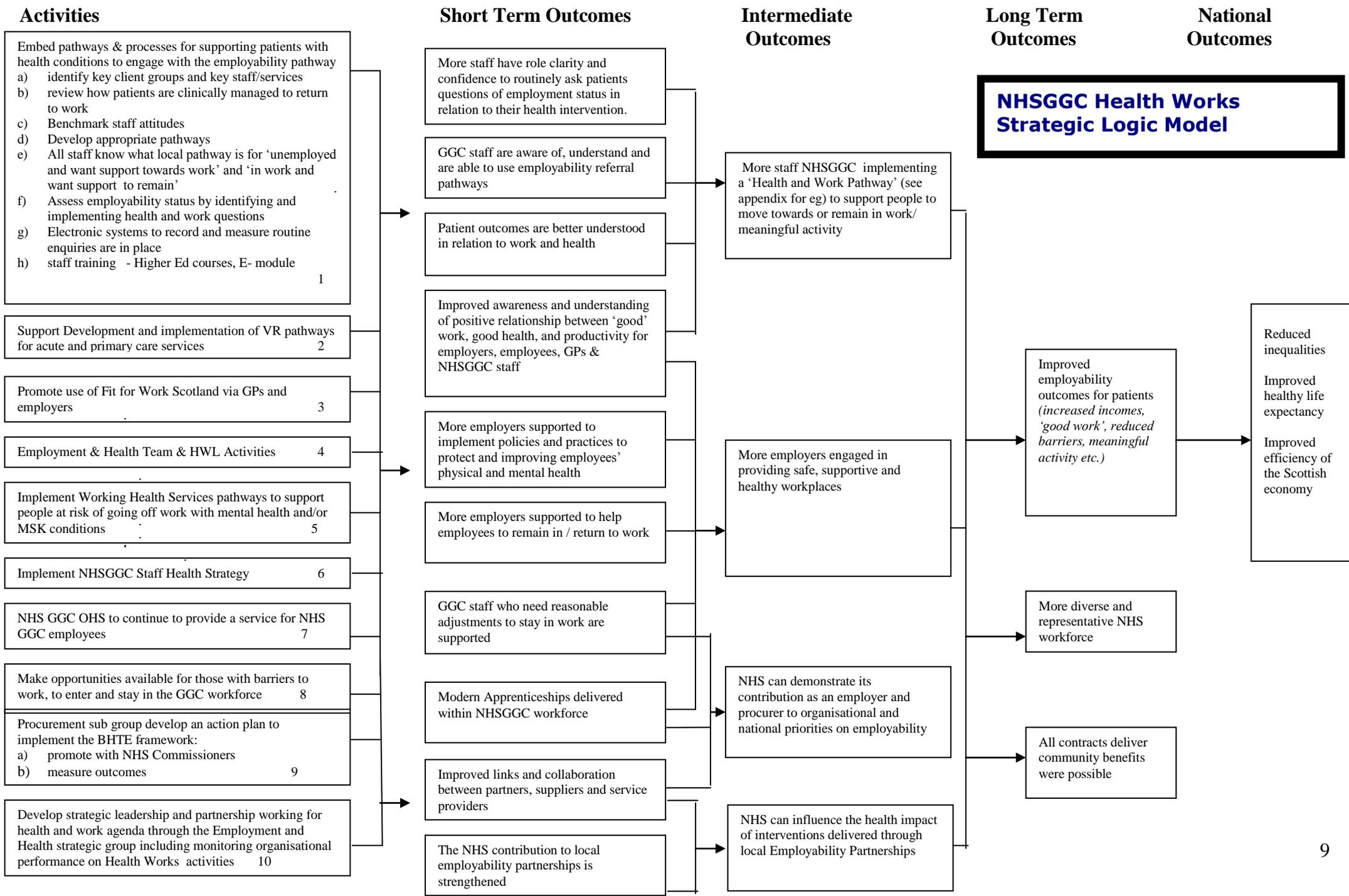
Catherine.mcmahon@ggc.scot.nhs.uk

Employability

Debbie Nelson:

Debbie.nelson@ggc.scot.nhs.uk

Web page: www.nhsggc.org.uk/ehf



Appendix B

