

Staff Health Strategy 2017 - 2020 Summary version

Responsible Director: **Director of Human Resources and Organisational Development**

Approved by: **Area Partnership Forum**



A Healthier Place to Work

Introduction

Welcome to this summary of the NHS Greater Glasgow and Clyde (NHSGGC) Staff Health Strategy for 2017-20. We hope you find this summary document useful and informative, and the full Staff Health Strategy can be found at: www.nhsggc.org.uk/staffhealthstrategy

The Staff Health Strategy has driven our approach to workforce health for over ten years. In this time much has been accomplished, and we have established a positive culture built on occupational health provision, protective health and safety guidance, supportive human resources policies, and staff health improvement activities.

We will continue to deliver an exemplary approach to staff health and wellbeing by improving working culture and conditions, increasing the availability of healthy lifestyle choices, tackling inequalities in the workplace, and building capacity for health improvement.

We will maintain this focus from 2017 into 2020, and have worked in partnership with staff to add new strategic priorities and planned programmes to our existing good practice. Our five priorities will tackle important staff health issues such as disability and long term conditions, fair employment, equality and health, improving health and attendance, and supporting older workers.

In developing our plans, we have ensured that evidence supports our current approach, with the strongest evidence being for: managers and leaders who drive the wellbeing agenda, staff-side engagement, actions to reduce stress in the workplace, and improved opportunities to take part in physical activity.

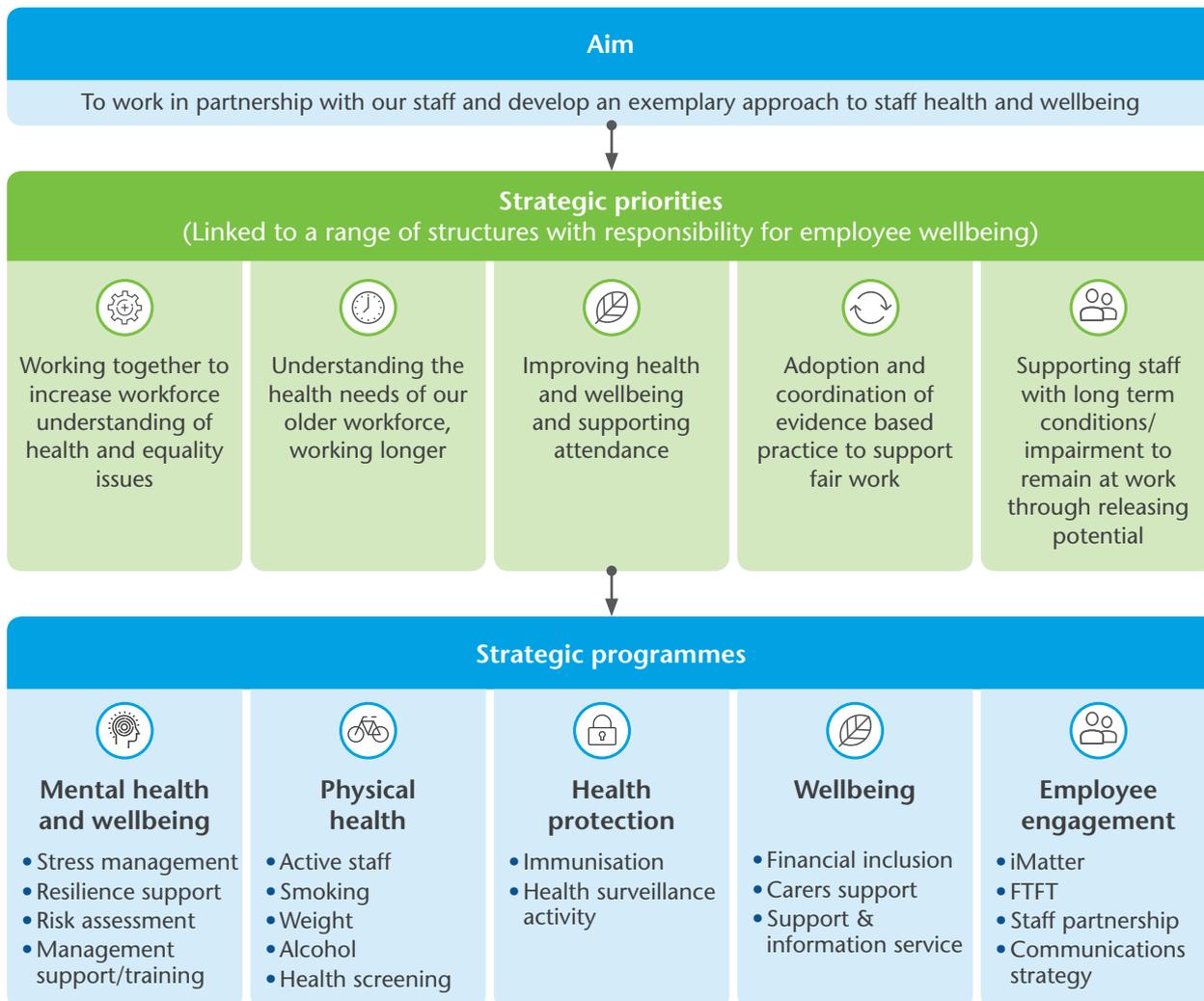
Improving health and reducing health inequalities is our core business. In our future approach we will ensure that health inequalities are always considered. Targeting activities to those staff who would most benefit from them should be integral. Health Inequalities as a cross-cutting theme will be incorporated into our action plans and approaches.

With our new strategy, we look forward to bringing about a culture that positively encourages good staff health and wellbeing, one with opportunities and structures in place to engage and support staff throughout the organisation, for the next three years and beyond.



Our plan

The diagram below is an 'at a glance' guide to our approach towards improving staff health.



Strategic Priorities

The Staff Health Strategy has five priority areas which will enable us to deliver better health and wellbeing for our staff. Below are outlined our ambitions for each priority area and these will be developed and implemented in partnership with key stakeholders.



Health and Equality

Working together to increase workforce understanding of health and equality issues

Health inequalities are the unfair and avoidable differences in people's health across social groups and between different population groups. They represent thousands of unnecessary premature deaths every year in Scotland, and for men in the most deprived areas nearly 24 fewer years spent in 'good health'. Health Literacy is a factor in health inequalities with lower levels of health literacy resulting in poorer health outcomes.

Health Literacy is about people having enough knowledge, understanding, skills and confidence to use health information, to be more active partners in their care, and to navigate health and social care systems. Health Literacy is being increasingly recognised as a significant public health concern and is therefore a relevant concern for NHSGGC Staff.

Our ambitions for improved health literacy for NHSGGC staff are:

- Expand our understanding of what creates health and encourage staff to engage on health issues by providing multiple sources of health information
 - By 2020 our understanding of the range of factors that create health and wellbeing will be well known by staff. Staff will be aware of where health information is available and how to access it
- Improve access to quality assured support services to address factors that impact on health
 - By 2020 staff will routinely be able to access a range of information and services to support their own and their family's health
- Delivery of tailored and targeted health and wellbeing interventions with staff groups
 - By 2020 evidence of bespoke interventions targeting discreet service areas or staff groups based on job roles; organisational challenges; expressed needs or interest will be available
 - Managers are supported to routinely address health and wellbeing issues
- By 2020 managers will be equipped with knowledge and tools to develop an appropriate and fair response to employee health issues



Working Longer

Understanding the health needs of our older workforce, working longer

Changes to NHS pension scheme and to the national retirement age has resulted in our staff working longer. We understand that the health needs of our staff will change accordingly and we are likely to see an increase in the number of staff developing health conditions while continuing to remain at work. A review of the roles and responsibilities of our staff will be required and to consider issues such as shift patterns, physically demanding roles, work-life balance and opportunities for redeployment.

Our ambitions for the working longer agenda include:

- Understanding the profile of the workforce
 - By 2020 we will have systems in place to meet the needs of our ageing workforce
- Analysis of job roles
 - By 2020 we will have opportunities for our workforce to be employed in roles that meet their specific health needs



Health and Wellbeing

Improving health and wellbeing and supporting attendance

An important aspect of wellbeing and supporting attendance is ensuring we support staff with health conditions to remain in work or return to work following an absence. Work based activities that promote wellbeing and help employees develop positive coping behaviours are important in overcoming some of the psychosocial issues that may affect health.

Following consultation with our stakeholders we have identified a number of areas that have been successful and some barriers for staff that prevent them engaging with the range of available programmes. We have also identified where the organisation should focus resources over the next three years.

The organisation can assist employees through the following types of programmes:

- Education for managers and staff
- Information about self management
- Support directly for staff
- Ensuring fast access to interventions when identified

Ambitions to support attendance and improve health include:

- Improve mental health and wellbeing across the workforce
 - By 2020 all staff will have had the opportunity to complete a stress survey, access training on stress management, and access support services if required
- To provide support and opportunities for staff to manage their weight effectively
 - By 2020 staff will have access to a range of weight management activities and information
- Physical Activity
 - By 2020 staff will have greater access to physical activity opportunities through a range of programmes and initiatives
- Healthy Eating
 - By 2020 staff will be able to access a range of healthy choices within our facilities, and will be further encouraged to eat healthily through campaigns and initiatives
- Smoking
 - By 2020 staff will be aware and able to access the range of cessation services available through the workplace and more importantly in their own local communities



Fair Work

Adoption and co-ordination of evidence based practice to support NHS Greater Glasgow and Clyde's commitment to Fair Work

The Scottish Government's Fair Work Convention expresses the vision that by 2025 people in Scotland will have a world-leading working life where fair work drives success, wellbeing and prosperity for individuals, businesses, organisations and society. As a major employer in Greater Glasgow and Clyde, we want to model Fair Work practices to other employers in the area and commit to the framework.

This can deliver clear benefits for individuals alongside higher productivity, performance and innovation for the employer. Fair work is work that offers effective voice, opportunity, security, fulfilment and respect; that balances the rights and responsibilities of employers and workers and that can generate benefits for individuals, organisations and society.

Our ambitions for this programme include:

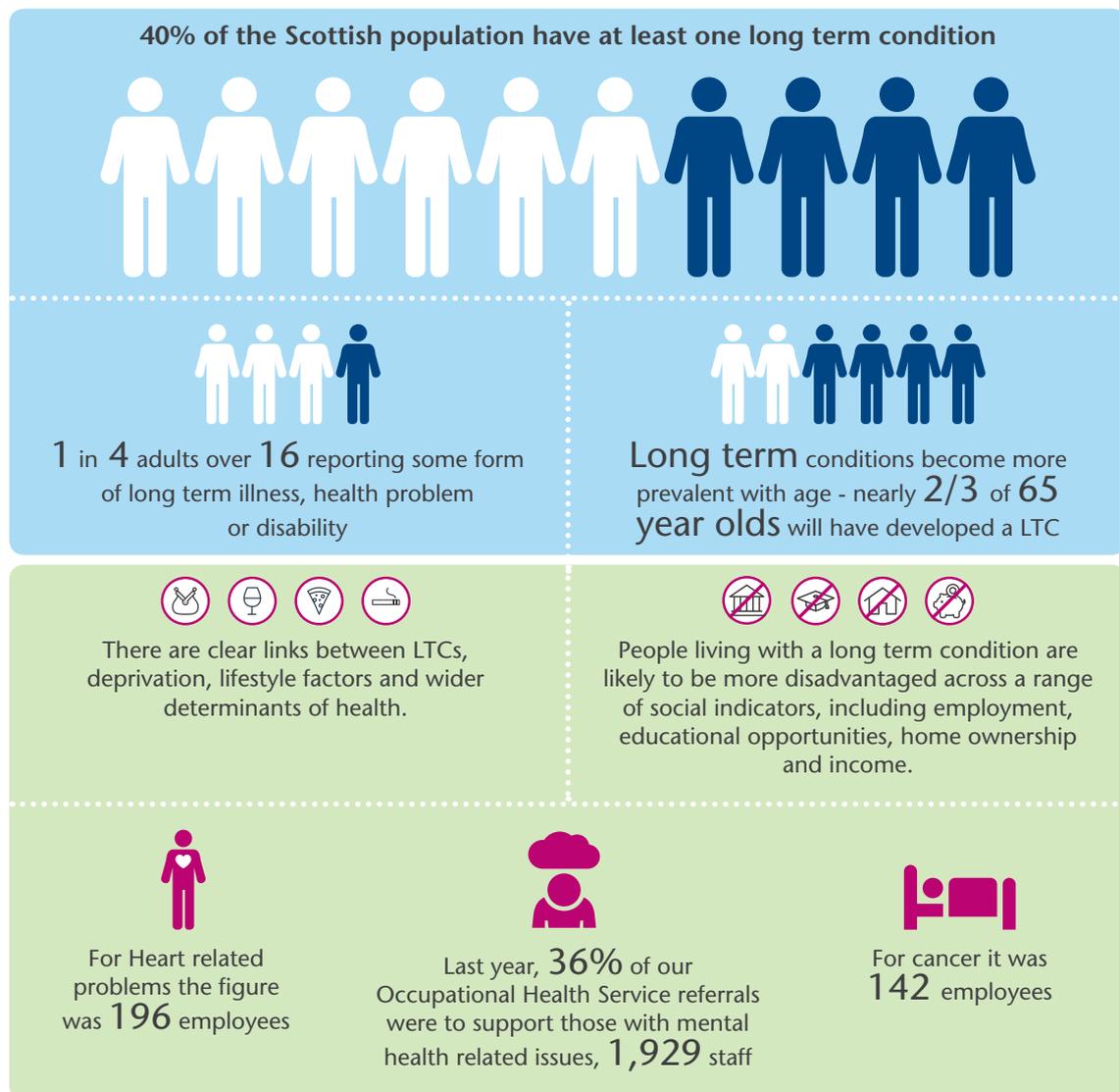
- Modelling fair work
 - By 2020, we will provide demonstrable, evidence based examples of good practice which contribute to 'Fair Work'
- Linking employability/workforce planning to fair work
 - By 2020, we will have established programmes which create greater opportunities in our workplace, and which contribute to broader community development



Releasing Potential

Supporting staff with Long Term Conditions or impairments to remain at work including implementing our Releasing Potential campaign

Long Term Conditions (LTC) are not just a health issue they can have a significant impact on a person's ability to work and live a full life. People from lower socio economic groups have increased risk of developing a LTC – better management can help to reduce health inequalities. A total of 40% of the Scottish population have at least one LTC with one in four adults over 16 reporting some form of long term illness, health problem or disability.



NHSGGC is committed to the provision of equal opportunities and a safe environment for all staff, as demonstrated by the Release Potential campaign, and the Double Tick standard.

The aims and objectives of the Staff Disability Forum are to achieve and maintain a positive culture towards disability in NHSGGC. The forum will act as a platform for consultation and influence on issues impacting on the health, wellbeing and work of those with a disability.

Ambitions for our work on long term conditions and releasing potential are:

- Support for managers
 - By 2020 managers will be equipped with knowledge and tools to support staff with LTCs and impairments
- Maximise resources to support staff with LTCs or impairments
 - By 2020 staff will be able to access appropriate and timely support with their LTC/ impairment
- Management competencies
 - By 2020 managers will have the necessary skills to manage staff with LTCs and impairments
- Reasonable adjustments
 - By 2020 we will have retained staff who develop LTCs and impairments by making reasonable adjustments to enable them to carry out their job role
- Staff awareness and culture
 - By 2020 staff who transition with a reasonable adjustment feel it has been a positive experience that has enabled them to stay in work
 - By 2020 excellence in managing and promoting disability has been recognised by the organisation
 - By 2020 the organisations will have shown leadership in releasing potential of disabled staff

Mental Health & Wellbeing at Work...top tips for NHSGGC line managers

Line managers have a crucial role in supporting the mental health and wellbeing of employees. From communication, to clarity of job role, line managers can influence the success of a team.

- 1 Keep your eyes open**
The first signs that someone may have depression or a problem with their mental health is often in changes in their day-to-day behaviour. This could be uncharacteristic behaviour such as not being able to cope with their work, seeming distracted, a sudden loss in motivation or absenteeism. Look out for these signs as a potential warning that someone may be suffering from the early signs of depression.
- 2 Don't make assumptions**
We all have our ups and downs, so a change in behaviour doesn't necessarily mean that there is a problem. If you do notice inconsistent behaviour, then try to establish whether it's just a blip, or perhaps the signs of a more serious problem.
- 3 Get to the root of the problem**
It's rare for someone to voluntarily talk about a mental health problem. Approaching a colleague who you feel may be suffering from a mental health issue is not easy. Try and arrange a moment to catch someone privately, and informally ask if they are feeling OK and happy.
- 4 How you can help**
Depression or anxiety can sometimes be caused because of a work issue or a personal one. Act accordingly when you establish what the cause of the problem is. If it's work related then you have the responsibility and control to help remedy it. If it's a domestic issue, then think hard about the changes you can implement to make things easier, such as flexible working. If they have not already found support, point them in the right direction towards help from their CP or our in-house employee counselling. This is a free and confidential service based within the Occupational Health Department at the West Glasgow A&CH. Both face-to-face & telephone appointments are available. Tel: 0141 201 0606.
- 5 Create an open culture**
We need to have a culture where individuals feel comfortable to disclose their mental health condition to their manager if they want to. The long-term aim should be to create a working environment which eradicates the stigma mental health can carry. Making sure staff are aware of existing policies and procedures will help staff feel able to talk about the topic. Our Mental health and Wellbeing policy guidance document can be viewed on the new HR Connect portal. This is supported by the relevant rules, practices, and guidance within existing policies including Policy on Stress in the Workplace, Supporting the Work Life Balance (Family Friendly Policies) and Dignity at Work Policy.
- 6 Raise Awareness**
It is important to take steps to reduce the stigma of mental health problems by raising awareness of the issues among your team. Useful resources are available via the HR Connect portal.
Including:
 - Immediate help
 - Employee counselling
 - Money worries
 - iMatter
 - Mind
 - 'Ahead for Health' DVD
 - Resilience Toolkit
- 7 Walk the talk**
A policy will only work if lived out in practice so be aware that your behaviour can set the tone for the rest of your team. Make sure you take a lunch break, don't work long hours and use up your annual leave. Evidence also suggests that exercise, a balanced diet and a healthy work-life balance can help treat mild depression, so encourage staff to take part in any Healthy Working Lives activities on offer.
- 8 Stress Risk Assessment**
NHSGGC promotes the use of health and safety risk assessment to support staff who are experiencing stress. This can be done via an individual risk assessment found in the Stress in the Workplace guidance and templates are available here.
- 9 Tackling Mental Health for Managers**
Training for managers is being delivered on a specific direct line. Managers should raise with their Human Resources manager if they need this training and this should be linked with use of the depression stress risk assessment tool.

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Strategic Programmes

A range of staff health programmes will be delivered over the life of the strategy, some of the key ones are shown below:

Mental Health & Wellbeing

- Online Resilience Toolkit
- Mindfulness Based Stress Reduction Courses and Tasters
- Mental Health and Wellbeing at Work - top tips for line managers

Contact details:

www.nhsggc.org.uk/mentalhealthandwellbeing



Physical Activity

Active Staff

- Structured physical activity opportunities on each acute site for staff
- Staff physical activity challenges across NHSGGC

Contact details:

www.nhsggc.org.uk/activestaff

Active Travel Plans

Available on acute sites including bike hire scheme

Contact details:

www.nhsggc.org.uk/travelplanoffice



Tobacco

- Stop smoking services
- Smoke free cars legislation
- Smoke free NHS grounds

Contact details:

www.nhsggc.org.uk/smokefreeservices



smokefree
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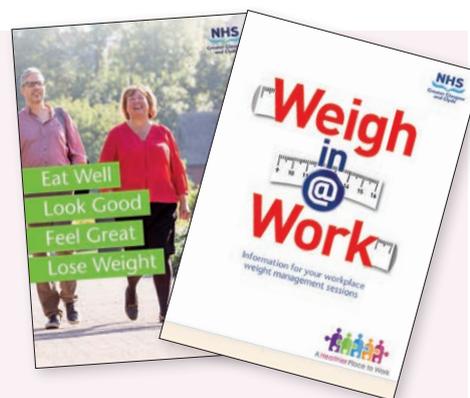
Healthy Weight

Weigh in @ Work

This informative pack helps staff to work together to adopt a healthy eating and physical activity approach. A drop in service (one to one) is also available on a range of NHS sites.

Details of WI@W sessions:

www.nhsggc.org.uk/weighinatwork



Glasgow and Clyde Weight Management Services

Services are targeted to people with existing health conditions that will be improved by losing weight. Those who have diabetes; heart disease or have previously had a stroke can self refer to the weight management service by calling: **0141 211 3379** (Monday – Friday 8:00am – 4 pm) or by completing the online referral form at www.nhsggc.org.uk/healthyweight

Eat Well Feel Good Look Great Lose Weight

This downloadable booklet is a practical guide to help people get started and build the foundations for a successful, effective weight loss which they can maintain over a long term.

Contact details:

www.nhsggc.org.uk/healthyweight

Carers Support

A carer is a person who provides or intends to provide unpaid, practical, physical and emotional support to relatives, friends or neighbours due to physical or mental illness, addiction, frailty or disability.

This includes young people and parents. They do not need to live with the person to be their carer.

We know that there are around 4,000 NHSGGC staff who are also looking after someone. That is why we want to recognise and value our staff who also care for someone. For this reason NHSGGC have committed to the Carer Positive Employer Award.

For further information, go to:

www.nhsggc.org.uk/carers



Support and Information Services

Our Support & Information Services “one stop shops” for all users of acute hospitals are provided at the Victoria ACH, Stobhill ACH, Queen Elizabeth University Hospital and the Royal Hospital for Children. The S&IS provide support for staff health by providing local venues for staff health activity such as Weigh in @ Work sessions; providing information on a wide range of topics for staff and their families e.g. money advice, support for carers and smoking cessation as well as proactively connecting staff to community based services.

Contact details:

www.nhsggc.org.uk/sis



Occupational Health Service

Within the Occupational Health Service the following services are available to all staff:

- Face to face or telephone counselling for all staff
- Access to a specialist addictions nurse to assist with any member of staff with a drug or alcohol problem
- Referral to a psychiatrist for assessment and advice

Contact details:

- **0141 201 0595** to speak to a nurse
- **0141 201 0626/0627** to arrange an appointment



Healthy Working Lives Award

All SHS activities and aims are consistent with our aim to maintain the nationally recognised HWL Award at Gold level. The award provides us with a framework of good practice and we are proud of our status as an exemplar employer. The award requires the organisation to implement a staff health strategy every three years and new local action plans each year, and NHSGGC have fulfilled this requirement since 2008.



The organisation has been re-registered for the HWL Award in order to align with our new organisational structures and arrangements. HWL working groups have in turn been refreshed to implement our strategic programmes and develop locally relevant action plans. We will continue to follow the framework of the HWL award and as such an Employee Wellbeing Survey will be carried out every three years, the results shaping our forward plans.

For more information on your local HWL group, or to contribute ideas visit:

www.nhsggc.org.uk/healthyworkinglives



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