

NHS Greater Glasgow and Clyde Health Works Strategic Framework 2020-22

NHS Greater Glasgow and Clyde's Employment and Health Strategic Group supports the planning, delivery and evaluation of its contribution to employability in the area. The framework incorporates a logic model and action plan and is intended to help partners clarify the links between the outcomes of the services they provide and the shared outcomes that they are working with NHS Greater Glasgow and Clyde to achieve.

Addressing health inequalities is a central tenet of UK and Scottish government policy and a key focus of our plan. The *Marmot Review of Health Inequalities*¹ highlights the creation of fair employment and good work for all as one of the six policy objectives on which to focus in order to reduce health inequalities. This means not only sustainable jobs with a decent living wage, but also opportunities for in-work development, flexibility to enable people to balance work and family life and protection from adverse working conditions that can damage health. Marmot also highlighted the challenge associated with engaging employers in this agenda. The COVID-19 pandemic has unequally impacted our most deprived communities, and furthermore the predicted recession will mean a rise in unemployment and underemployment.

The Framework describes our contribution to Scottish Government employability policy. No One Left Behind was launched in March 2018. It sets out the next steps to be taken to deliver more effective and joined up employability support in Scotland. It provides an opportunity for the Scottish Government to work in partnership with Local Authorities to introduce a more flexible and user-based model of delivery that supports those in local communities who are most in need of employability support who need support to help them into work. To ensure that the ambitions can be delivered upon there is a need to develop an employability system that is flexible, joined-up and responsive to the needs of people.

Vision and reach

The Framework will support NHS Greater Glasgow and Clyde's organisational priorities by:

- Supporting people to overcome health barriers that impact on their engagement with employability services
- Actively engaging with local employability partnerships
- Protecting and promoting health in the workplace
- Supporting people to stay in work and progress in work
- Acting as an Fair Work employer
- Using our resources to promote community benefits
- Ameliorate the impact of COVID-19

The Framework supports the following actions-

- Widening Access to Employability action plan
- Fair Work clauses in NHS contracts
- Active involvement in employability and financial inclusion partnerships
- Staff routinely asking patients questions on employment, money worries and other social circumstances affecting their health

¹ Fair Society, Healthy Lives (2010): The Marmot Review

- Clear pathways between health services and employability and financial inclusion support organisations
- Rehabilitation for people to help them return to work
- Work with The Health Foundation to investigate further opportunities to maximise NHS GGC's role as an Anchor organisation
- Action to ameliorate the impact of welfare reform and the recession
- Increase support to workplaces in GGC area to encourage inclusive growth and enabling access to 'in work' activity aimed at employers / employees, and promotion of volunteering as a route into employment
- Bring focus to in work poverty and support the extension of the in work progression pilot
- NHSGGC to seek living wage accreditation, enabling the employees of our suppliers to benefit from the real Living Wage
- Also contributes to actions in Every Child Every Chance & Child Poverty Action Plans, Health Works review, Programme for Govt, Public Health Priority area 5, Glasgow City Region plans.

The intended reach of the outcomes framework:

- Health and social care staff in Greater Glasgow and Clyde
- People who are off sick or at risk of going off sick from paid employment
- People with health issues that may affect their capacity to work: mental health conditions, addictions, musculoskeletal conditions, Long term conditions
- People with protected characteristics including: Young people, BAME people, People with a disability
- People whose life circumstances may affect their capacity to find work: long term unemployed, those engaged with criminal justice services, people who are experiencing homelessness, Parents who are experiencing poverty (categories targeted by Child Poverty Action Plan)

Employment and Health Strategic Group Action Plan 2020-22

Outcomes:

- NHSGGC has developed pathways to employability support across relevant services
- NHSGGC has worked with partners to effectively maximise people's access to employability support to improve their health.
- NHSGGC has developed recruitment and procurement processes which maximise our contribution to employability and community benefits.

Priority Area	Action	Lead/ Group	Partners	Timescale
1. Governance and partnership structures	<p>NHS Board Establishing the role of this group within NHSGGC structures (HSCPs and Acute)</p> <p>Glasgow City Region partnership working</p> <ul style="list-style-type: none"> • Develop a planning session with the EHS and Glasgow City Region Partnership to clarify future governance and structures • Involve local areas in the discussion and future direction 	L Buck, S Inrig, G Dover	NHSGGC & Glasgow City Region	<p>March 2021</p> <p>November 2021</p>
2. Networking and planning	<ul style="list-style-type: none"> • Promote good practice by gathering and disseminating case studies which have strategic relevance • Identify any future employability opportunities in the health sector e.g. from new national and regional initiatives • Plan for and coordinate any programmes of investment at the earliest stage to ensure effective use of resources • Organise Board wide Workshop on Green Jobs & Digital Exclusion 	<p>All</p> <p>G Dover, L Buck, B Smith</p>		<p>Ongoing</p> <p>Jan 2021</p>
3. Vocational rehabilitation	<ul style="list-style-type: none"> • Ensure AHPs are involved in employability pathways in each of the HSCPs 	G Agnew,	F Smith AHP Director	March 2022

	<ul style="list-style-type: none"> • Ensure that all AHPs are asking the work question • Train key AHPs in National Institute of Disability Management and Rehabilitation (NIDMAR) training and once completed consider how to spread this knowledge across the system • AHPs competing Fit Note and OTs in Primary Care in general 			
4. Fair Work	<p>Contribute to the Scottish Government's ambition to be a Fair Work nation by 2023 as an employer, with partners and other employers</p> <ul style="list-style-type: none"> • Achieve Living Wage Accreditation • Promote Fair Work to NHSGGC workplaces 	L Buck (via Anne MacPherson OD & HR Director)	<p>Poverty Alliance</p> <p>Healthy Working Lives</p>	<p>November 2020</p> <p>September 2021</p>
5. Recruitment	<p>Continue to support wider access to NHS employment through:</p> <ul style="list-style-type: none"> • the ongoing recruitment of modern apprentices and support existing apprentice cohorts • delivery of sector based work academies and development of other pathways into employment • revised provision of careers awareness activity <p>consider feasibility of developing 'Academy approach' within HSCPs recruitment</p>	<p>L McKie</p> <p>HSCPs</p>	<p>DWP, Developing the Young Workforce, Skills Development Scotland, Clyde Gateway, Invest in Renfrewshire, The Trust and Jobs & Business Glasgow</p>	<p>March 2022</p> <p>September 2021</p>
6. Community Benefits	<ul style="list-style-type: none"> • Develop a repository of possible community benefits for suppliers • Explore opportunities to include local CBs into to National Procurement Portal • Community Benefits to be added to all contracts over the value of £50 • Ensure a register is kept of all secured community benefits 	C Leese Young	<p>Public Health Scotland, National Procurement colleagues</p>	March 2022

	<ul style="list-style-type: none"> Identify areas within the Board to disseminate the Community Benefits to ensure these are secured. Establish processes to ensure real Living Wage is paid to contracted staff in future contracts 			
7. COVID-19 Impact	<p>Ameliorate the impact of COVID-19 - Each partnership will have their own approach & series of pathways & structures to enable the following.</p> <ul style="list-style-type: none"> Review employability services in light of new social distancing processes to ensure services are accessible to all and not increasing inequalities Mapping of external Employability services in Glasgow City Ensure new pathways to employability services are clarified & promoted Monitor impact of COVID-19 and the recession on employment figures and welfare claimants Proactive development of projects to mitigate the impact of COVID-19 	<p>Employability service leads</p> <p>Melanie McIntosh</p> <p>Employability service leads</p> <p>V McNeice</p> <p>Employability leads</p>	<p>Employability Partnerships</p> <p>DWP, GCPH</p>	March 2021
8. Primary Care	<ul style="list-style-type: none"> Clarify and support the pathways to/from primary care and employability Connect agendas between Primary care & the Employment & Health Work HSCPs – review at own infrastructures to enable links between the agendas 	G Dover	Primary Care	September 2021
9. Other Anchor Organisation	<ul style="list-style-type: none"> Organise GGC wide Anchor and COvid 19 session with The Health Foundation Become part of the Health Foundation Learning network of Anchor Organisations 	G Dover, L Buck	The Health Foundation	<p>November 2021</p> <p>Ongoing</p>

	Promote innovation and ideas			
10. Promotional plan	Series of promotional activities and communications to promote the work of the group and raise the issues of employability, VR & FI amongst the staff group	L Buck	Comms team	Dec 2021

NHS GGC – Employment & Health Strategic Logic Model

Activities

- Embed pathways & processes for supporting patients with health conditions to engage with the employability pathway
- Ensure ALIP is implemented and vocational rehabilitation pathways are in place for acute and primary care
- Promote use of national services & pilots. Communicate findings of services for good practice, monitor & implement national pilots and practices where appropriate. Promote use of Working Health Services via GPs and employers
- Employment & Health Team & HWL Activities
- Community Justice Employability group activities
- Implementation of the Widening access to Employment Strategy via:
 - Careers Awareness Programme
 - Use of Apprenticeship Family of opportunities
 - Establishment of NHS GGC Academy
- Procurement develop an action plan to implement the procurement strategy & Fair Work procurement practices:
 - a) promote with NHS Commissioners
 - b) measure outcomes
 - c) Living Wage Accreditation
- Develop strategic leadership and partnership working for health and work agenda through the Employment and Health Strategic group including monitoring organisational performance.

Short Term Outcomes

- More staff have role clarity and confidence to routinely ask patients questions of employment status in relation to their health intervention.
- GGC staff are aware of, understand and are able to use employability referral pathways
- Patient outcomes are better understood in relation to work and health
- Improved awareness and understanding of positive relationship between 'good' work, good health, and productivity for employers, employees, GPs & NHSGGC staff
- More employers supported to implement policies and practices to protect and improving employees' physical and mental health
- More managers / employers supported to help employees to remain in / return to / progress in work
- GGC staff who need reasonable adjustments to stay in work are supported relevant polices and
- More Employability opportunities for CJ clients
- Supported pathways into NHS GGC employment for target groups
Increased awareness of NHS careers and pathways into them
Employment outcomes for unemployed patient population
- Improved links and collaboration between partners, suppliers and service providers
- The NHS contribution to local employability partnerships is strengthened - Reports to chief officers
- Aims of Glasgow City Region are supported

Intermediate Outcomes

- More staff in NHSGGC implementing a 'Health and Work Pathway' to support people to move towards or remain in work/ meaningful activity
- More employers engaged in providing safe, supportive and healthy workplaces
- NHS GGC as an employer of choice
Widening access to NHS jobs for those with actual or perceived barriers to work and those under-represented in the workplace
- NHS can demonstrate its contribution as a procurer to organisational and national priorities on employability
- NHS can influence the health impact of interventions delivered through local Employability Partnerships

Long Term Outcomes

- Improved employability outcomes for patients
(increased incomes, 'good work', reduced barriers, meaningful activity etc.)
- More diverse and representative NHS workforce
- All contracts deliver community benefits were possible

National Outcomes

- Reduced inequalities
- Improved healthy life expectancy
- Improved efficiency of the Scottish economy

