Staff Health Strategy 2021 - 2023
Growing our Great Community

We are a Living Wage Employer
A Healthier Place to Work
Contents

Introduction 3
Our Core Values and Commitments 4
Governance and Reporting Structure 5
Healthy Working Lives Award 6
Staff Feedback 8
Delivering our Staff Health Strategy 10
Monitoring and Review 11
Introduction

NHS Greater Glasgow and Clyde (NHSGGC) has been and continues to be very mindful of the need to ensure we maximise all our efforts to ensure we can support the health and wellbeing of our workforce. Our current and future staff are our greatest strength and this strategy underpins the Board’s Workforce Strategy and reflects our aspirations to Grow Our Great Community.

During the unprecedented time of COVID-19 in 2020 and now into 2021, our staff have more than excelled in delivering our services being flexible, responsive and continuing to show the compassion and caring values even although many have been personally challenged with life events at home.

In order to ensure we are best placed to reflect and recover from the COVID-19 pandemic, as well as deliver our corporate objectives and transformation ambitions we need to ensure that our workforce are supported to deliver the changes we need to make. We recognise that our staff need time to recover and reflect on the impact of the pandemic on their mental health and wellbeing and whilst Mental Health was one of our top priorities in our previous strategy it is a key component of our ambitions for our Staff Health Strategy for 2021-2023.

This revised Strategy for 2021-2023 builds on our previous plan and aspirations and also takes cognisance of the feedback we have received from staff in our 2019 staff health survey. The Strategy also reflects the work with key stakeholders on our specific Staff Mental Health and Wellbeing Plan.

We are proud to be active participants in the Healthy Working Lives Award Scheme and have positively maintained this at a Gold level for the past ten years, this can only be achieved with the help and support of local teams across the Board and its six Health and Social Care Partnerships.
Our Core Values and Commitments

NHS Greater Glasgow and Clyde has an agreed set of corporate objectives set out under the following ambitions:

- Better Care
- Better Health
- Better Value
- Better Workplace

The successful delivery of our corporate objectives is underpinned by the Workforce Strategy, and in turn our Staff Health Strategy and in delivering this we will remain true to our core values which are:

1. **Care and compassion**
2. **Quality and teamwork**
3. **Dignity and respect**
4. **Openness, honesty and responsibility**

Within our Staff Governance Standards we set out to ensure that all employees are provided with a continuously improving and safe working environment, promoting the health and wellbeing of employees, patients and the wider community. In addition to the Board’s commitments above, staff should also ensure that their actions maintain and promote the health, safety and wellbeing of all staff, patients, service users and carers. These dual commitments are in place to ensure all staff have a positive experience at work, where they feel motivated and engaged with their role, team and the Board.
Governance and Reporting Structure

We have an established governance group to ensure senior level engagement with this strategy. The **Staff Health Strategy Governance Group** has lead responsibility for the Strategy. Its main functions are: setting direction within the strategy; monitoring strategy activities and plans; setting and overseeing effective and efficient use of budgets; managing any exceptions to the plan.

A wide range of stakeholders from across the organisation have been engaged in the delivery of our strategic direction for staff health and wellbeing.

At a HSCP level, implementation of the strategy will be considered in the context of local arrangements for staff health identified by the IJB.

Reporting to the NHSGGC Staff Governance group the framework will require implementation across and through a number of organisational structures and these include the ones named in the diagram below.

**Governance Structure**

- **Staff Governance Committee**
- **Staff Health Strategy Governance Group**
- **Employee Wellbeing Group**
- **Local governance arrangements in HSCPs**

**Healthy Working Lives groups:**

- **Acute Facilities & Corporate registration**
  - 4 sub groups: Clyde, West, South & North
  - 6 HSCP registrants

**Links to a range of other structures, reporting mechanisms & groups including:**

- Health Promoting Health Service
- Staff Disability Forum
- Health Improvement and Inequalities Group
- Employment & Health Strategic Group
- Financial Inclusion Group
- Welfare Reform Action Plan
- Senior Management Teams
- Public Health Plan
- NHSGGC Equality Plan
- Health & Safety Committee
- Communications Team Plans
- Area Partnership Forum
- Workforce Equality Group
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 registered for the HWL Award in order to align itself to our organisational structures and arrangements. The HWL registrations structure is shown in the diagram below, namely one registration for NHSGGC (Acute, Corporate and Facilities) and six individual registrations for the HSCPs.

H WL working groups and sub groups implement the strategic programmes and develop locally relevant action plans. The groups gather evidence of their activities to be presented in their HWL portfolios for continuous assessment and benchmarking.

We will continue to follow the framework of the HWL award covering all aspects of the evidence requirements and update the action plan in line with HWL Guidance. The Employee Wellbeing Survey will be carried out every three years, and the results from this will shape local action plans.
Registration of NHSGGC for Healthy Working Lives Award

NHSGGC Staff Health Strategy Governance Group
Chair Anne MacPherson

Leadership, strategy, policies, guidance frameworks, best practice

HWL Registration by NHSGGC
Incorporating Acute, Facilities & Corporate

Employee Wellbeing Group
Chair - Rona Wall

Membership
HWL Sub Group reps & key Board-wide stakeholders

Aim
Drive, support & monitor operational delivery of staff health activities including HWL Award Portfolio HPHS Framework

Location based HWL sub groups will operationally deliver HWL Core campaigns and locally identified activities

HWL Registrations for HSCPs

Continue current arrangement, each registered separately or jointly with their local councils

Hosted functions incorporated where agreed

East Renfrewshire HSCP
East Renfrewshire HSCP & East Renfrewshire Council

Inverclyde HSCP

Renfrewshire HSCP

Glasgow City HSCP

West Dun HSCP & West Dun Council

North Cluster
- GRI
- Stobhill (inc. Forensics)
- Lightburn
- Diagnostics

South Cluster
- QUEH
- Victoria ACH
- Diagnostics
- Regional
- Women & Children
- Mearnskirk

Clyde Cluster
- RAH
- IRH
- VOL
- Diagnostics
- Women & Children

West Cluster
- GGH
- WSCC
- Corporate (inc payroll)
- WGACH

NHS Staff
NHS staff within HSCPs will be covered by NHSGGC Staff Health Strategy and by NHSGGC Policies.

Council Staff
Council staff will be covered by Council Policies & Strategy.
Staff Feedback

To inform the **Staff Health Strategy Action Plan for 2021-2023** we sought feedback from all staff on what we do well and what we could do better. The importance of this area was recognised by a significant response of **3,503 responses**. Results were reviewed collectively at a staff engagement event with managers and Staffside representation and are summarised below.

<table>
<thead>
<tr>
<th>You said...</th>
<th>We will...</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Knowledge of the Staff Health Strategy</strong></td>
<td>- Actively promote the strategy</td>
</tr>
<tr>
<td>55% of you were aware of the Strategy</td>
<td></td>
</tr>
<tr>
<td><strong>Support for Health and Wellbeing</strong></td>
<td>- Promotion of health and wellbeing information sites</td>
</tr>
<tr>
<td>70% said you know where to find information on health and wellbeing</td>
<td>- Delivery of training for managers</td>
</tr>
<tr>
<td>63% said you could discuss your health with your line manager</td>
<td>- Promotion of HR Connect</td>
</tr>
<tr>
<td>80% said you know how to access Human Resources Policies</td>
<td></td>
</tr>
<tr>
<td><strong>Stress and Mental Health and Wellbeing</strong></td>
<td>- Promotion of staff mental health and wellbeing strategy</td>
</tr>
<tr>
<td>52% said that NHSGGC supports staff with stress and mental health issues</td>
<td>- Delivery of training for managers</td>
</tr>
<tr>
<td><strong>Caring</strong></td>
<td>- Review the policy and guidance for managers</td>
</tr>
<tr>
<td>45.5% said that you have caring responsibilities</td>
<td>- Continue to work towards national accreditation</td>
</tr>
<tr>
<td>Some of you feel that the policy application is inconsistent</td>
<td></td>
</tr>
<tr>
<td><strong>Disability</strong></td>
<td>- Continue to support staff to declare a disability in a safe and supportive manner</td>
</tr>
<tr>
<td>12.3% said that you have a disability</td>
<td>- Work with staff and managers to apply reasonable adjustments</td>
</tr>
<tr>
<td>52% said that you have been supported at work with reasonable adjustments</td>
<td></td>
</tr>
</tbody>
</table>
### Discrimination

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>12%</td>
<td>Said you have been discriminated against at work</td>
</tr>
</tbody>
</table>

- Promotion of all our policies that support diversity in the workplace

### Health and Safety

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>33%</td>
<td>Said you had participated in a workplace stress survey</td>
</tr>
<tr>
<td>54%</td>
<td>Said that you work in an area where you are at risk from violence and aggression</td>
</tr>
</tbody>
</table>

- Active promotion of departmental and individual risk assessments
- Reduction in overall incidents of violence to staff is our target
- Support staff on management of aggression at work through risk assessment and training
Delivering our Staff Health Strategy

Our aim is provide our workforce with *advice, guidance* and *access to resources* to help them maintain good physical and mental health.

This is a challenging time and we need to remain ambitious if we are to successfully support our workforce. Our Workforce Strategy has a core commitment on Health and Wellbeing and set out below is how we will deliver against this.

---

**Aim**

To work in partnership with our staff and develop an exemplary approach to staff health and wellbeing.

---

**Strategic priorities**

- Understanding the needs of our workforce to support and manage their mental health
- Improving the health and safety culture of the workforce
- Supporting staff with long term health conditions to balance health and work

---

**Strategic programmes**

### Mental Health and Wellbeing
- Delivery of the staff mental health and wellbeing action plan

### Health and Safety Culture
- Staff engagement
- Health surveillance
- Statutory/mandatory training
- Induction training
- Health and Safety Champions

### Maintenance of Good Health
- Risk assessments
- Reasonable adjustments
- Health promotion
- Management support/training
1.7 Monitoring and Review

The **Staff Health Strategy Action Plan** will be reviewed alongside the overall **Workforce Strategy Action Plan** and reported through the Corporate Management Team with assurance and governance through the Staff Governance Committee.