



Staff Health Strategy 2023-25



A Healthier Place to Work

We are working to ensure that no one is treated in an unlawful and discriminatory manner in the workplace because of their age, disability, sex, gender reassignment, marriage or civil partnership, pregnancy or maternity status, race, religion or belief, or sexual orientation.

Equality Impact Assessment: Approved 28 November 2023

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Replaces previous version: 2021-23 Staff Health Strategy.

Other relevant policies, frameworks and programmes

- ▶ Workforce Strategy
- ▶ National Workforce Strategy
- ▶ Safety, Health and Wellbeing (SHaW) Policy
- ▶ Investors in People
- ▶ Smoke-free Policy
- ▶ Alcohol and Substance Policy
- ▶ Staff Governance Plans.

Alternative formats are available on request.

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A Healthier Place to Work

NHSGGC: Our Purpose, Aims and Values

Our Purpose

To protect and improve population health and wellbeing while providing a safe, accessible, affordable, integrated, person centred and high quality health service

Our Corporate Values



Care and Compassion



Dignity and Respect



Openness, Honesty and Responsibility



Quality and Teamwork

Our Strategic Aims



Better Care



Better Health



Better Value



Better Workplace

Our Corporate Objectives

Well informed

Appropriately trained and developed

Involved in decisions

Treated fairly and consistency

Provided with safe working environment

Our Workforce Strategy



Health and Wellbeing

- Health and Safety Strategy
- Staff Health Strategy
- Internal Communication and Employee Engagement Strategy.



Learning

- Performance Motivation - PDP/ KSF/Turas
- Learning and Development Plan.



Leaders

- Leadership Development Strategy
- Equality Action Plan
- Culture Framework/Action Plan.



Recruitment and Retention

- Three Year Workforce Plan
- Recruitment and Marketing Strategy
- Workforce Analytics Utilisation.

Introduction

NHS Greater Glasgow and Clyde (NHSGGC) continues to prioritise 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 be a Better Workplace. The 2021-2023 Staff Health Strategy covered a period when our workforce were heavily impacted by the COVID-19 pandemic and this is a key influence on developing this Strategy. The Strategy was a crucial driver for delivering key priorities to support and improve staff wellbeing as evidenced in areas such as: supporting staff mental health and wellbeing, developing Peer Support and the continued success of initiatives such as the Active Staff Programme.

As we launch our new 2023 – 2025 Staff Health Strategy, the focus of the Strategy has moved towards recovery from the COVID-19 pandemic and support to staff to improve their wellbeing as new challenges arise. We have a strong foundation to build upon as evidenced by the many initiatives that have been introduced and embedded, including the Active Staff Programme, provision of Mental Health Support and the ongoing roll-out of Peer Support. None of this is possible without the help and support of local teams across the organisation and Staff Partnership colleagues. Our staff equalities forums and the Staff Health Working Groups in Acute Services and our six Health and Social Care Partnerships also have a key role to play in delivering the actions which will flow from our strategic intent.

This new Strategy builds on our previous plan and aspirations and also takes cognisance of the feedback we have received from our staff in the 2022 Staff Health Survey.



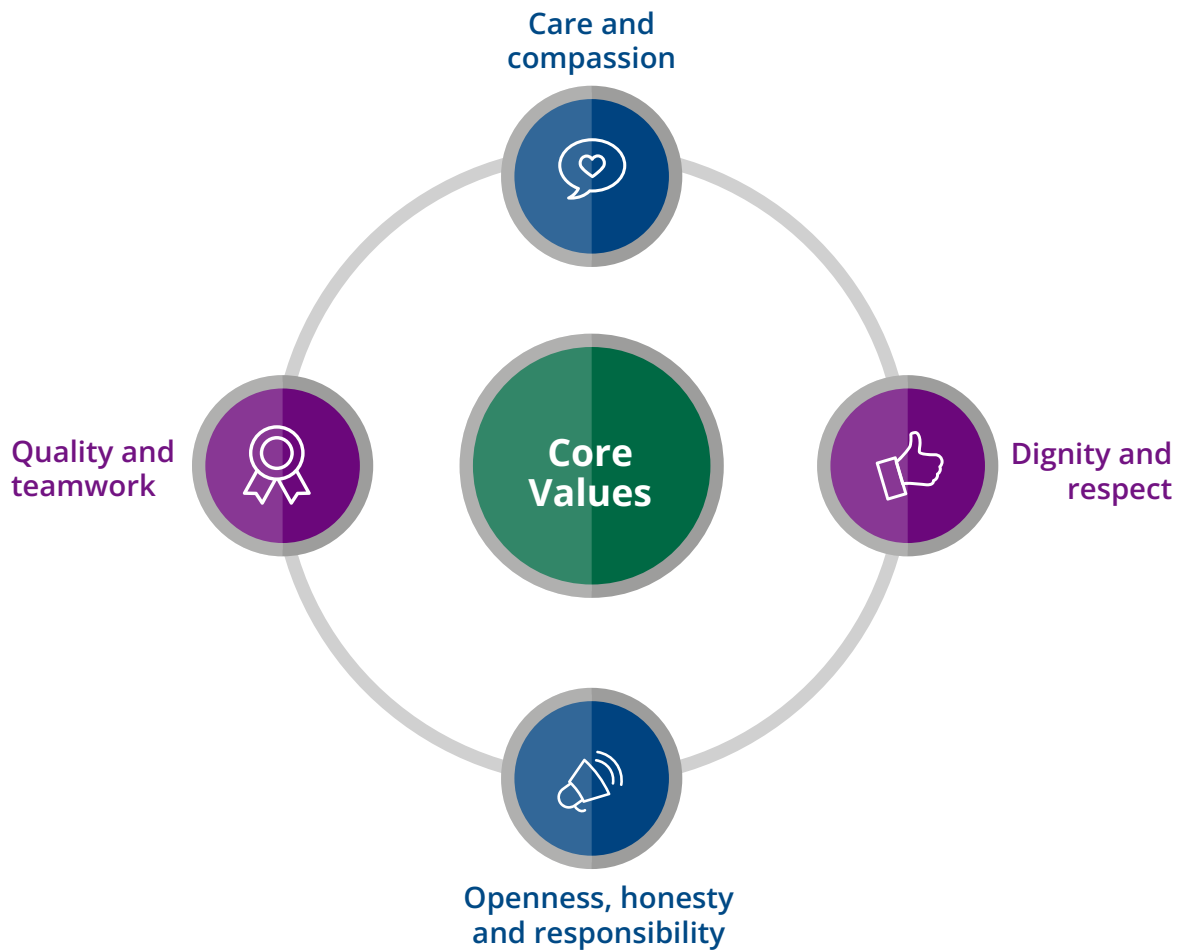
Jane Grant
Chief Executive



Ann Cameron-Burns
Employee Director

Core Values

The successful delivery of this Staff Health Strategy aligns to NHSGGC's **Workforce Strategy** and our **Staff Governance Standards**, and in delivering the Strategy we will remain true to our core values.



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.

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

1.3 At a HSCP level, implementation of the Strategy will be considered in the context of local arrangements for staff health identified by the IJB and will be applicable to all health staff.

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

Governance Structure



Partnership, Equalities Forum and Local Wellbeing

2.0 Partnership Working

2.1 Partnership Working through our Area Partnership Forum and local Partnership Forums will once again be at the forefront as we roll-out and deliver actions that underpin this Strategy. As a key decision making body for this work, the support of the Area Partnership Forum is fundamental to successfully delivering the Strategy. This input is critical to achieving the overall aim of improving staff wellbeing, reducing sickness absence and promoting a caring working environment.

3.0 Equalities Forums

3.1 NHS Greater Glasgow and Clyde works with our three staff led equalities groups, to ensure that the lived experience of our staff is reflected in our processes and practice. These are the **LGBTQ+ Staff Forum**, the **BME Staff Network** and the **Disability Staff Forum**. You can find out more about these Forums on [HR Connect](#). We continue to promote these Forums through Core Brief and a series of events and activities such as celebrating Pride, Black History Month and Disability History Month.

A good example of how working with these groups has led to improvements for staff is the introduction of our [Workplace Adjustment Passport](#), which better facilitates the discussion between a staff member and their manager about reasonable adjustments and makes it easier for the staff member who needs adjustments to take these to a new role if and when they move role. We are continuing to work with the Staff Disability Forum to improve the Reasonable Adjustment process, making this easier and quicker for staff and managers to get adjustments in place.



4.0 Local Health And Wellbeing Leads

4.1 Our local health and wellbeing leads have a crucial role in the delivery of the Staff Health Strategy. This includes collaborative working in Acute and our six Health and Social Care Partnerships in the delivery and provision of staff wellbeing activities that underpin the Staff Health Strategy, linking in with national wellbeing champions to ensure consistency with the national approach. In addition the local leads aid in achieving positive outcomes through activities such as local communication, feedback and developing local wellbeing programmes that help to successfully deliver the Staff Health Strategy.

4.2 Within NHS Greater Glasgow and Clyde we deliver a significant amount of care through a large number of Independent Contractors and a wide range of commissioned providers to support the health and wellbeing of our communities, patients and staff. As much of our care journey as patients start and end within primacy and social care it is important that within this strategy we recognise the invaluable contribution of the staff working for our contractors and providers.

We will work with our Primary Care Services and Health and Social Care Partnerships to strengthen the information and advice available to the staff groups within these services and with their organisations as employers.



Staff Feedback

5.1 To inform the **Staff Health Strategy Priorities for 2023-2025** 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 **2,362 responses**. Key findings included:

Survey Finding	We will
Staff Engagement and Awareness	
60% of staff aware of resources to support their health and wellbeing .	→ Actively promote resources.
Lower proportionate survey engagement from Band 2 and Band 3 staff .	→ Actively encourage engagement in these groups.
45% of staff aware of Staff Disability Forum .	→ Work with all our Forums to increase awareness.
5% drop in awareness from previous Survey of Staff Health Strategy .	→ Actively promote Strategy.
Physical and Mental Wellbeing	
Healthy number of mentions for Peer Support within respondents.	→ Further promote Peer Support as an important element of staff mental wellbeing.
75.5% of staff reported stress in the last 12 months of which 46.9% impacted on work .	→ Strengthen support to staff to improve their mental wellbeing via support and revised stress risk assessment processes.
15% of staff respondents reported being discriminated against at work for various reasons.	→ Reduce discrimination in line with NHSGGC zero tolerance approach.
95% of our staff reported very good, good or fair general health .	→ Promote the range of activities to support staff health and wellbeing to further improve staff health.
46% of staff report menopause symptoms that have impacted their working lives.	→ Enhance the range of support for staff experiencing menopause symptoms.
19% of staff felt there was healthy food options in hospital/workplace cafés or canteens.	→ Promote a range of healthy food options in our workplace cafés or canteens.

Survey Finding

We will

Financial Wellbeing

1 in 5 respondents **reported money worries** at least once a month. → Further develop resources to provide wrap around support to staff experiencing money worries.

Violence and Aggression

47% of staff worked in an area **at risk from violence and aggression** (reduction from previous survey). → Continue to seek to reduce the risks of violence and aggression within our workplace to the lowest practicable level.

55% of staff **have not undertaken any training** in relation to violence and aggression (excluding the mandatory module on violence). → Continue to promote the requirement to undertake the appropriate level of violence reduction training, in addition to the statutory module that all staff must complete.



Strategic Priorities and Key Outcomes

6.0 Strategic Priorities

6.1 **Four strategic priorities** were identified from the 2022 Staff Health Survey with the aim of delivering ongoing **support to staff physical and mental health**:



Priority 1

Strengthening support for **mental health and wellbeing including stress**



Priority 2

Promote NHS Greater Glasgow and Clyde as a **fair and healthy workplace in line with Fair Work Nation principles**



Priority 3

Address in-work poverty and promote holistic wellbeing to mitigate inequalities in health



Priority 4

Support for managing attendance.

7.0 Key Outcomes

7.1 The overall aim of the Staff Health Strategy is **to improve staff wellbeing, promote a caring workplace, increase awareness of the Staff Health Strategy, reduce and prevent ill-health and reduce sickness absence**. Key outcomes that reflect this have been developed:

1

Achieve 80% or more iMatter score in relation to the organisation cares about my health and wellbeing

2

Increase awareness of resources available to support staff health and wellbeing **to at least 80%** of respondents in the 2024 Staff Health Survey

3

Reduction in all sickness absence by 2025 from current level towards **target of 5%**

4

Increase awareness of the Staff Health Strategy from the 2022 Staff Health Survey **by a minimum of 5%** in the 2024 Staff Health Survey.

Strategic Priorities 1 – 4

8.0 Priority 1



Strengthening support for mental health and wellbeing including stress

8.1 The feedback within the 2022 Staff Health Survey indicated that mental health and wellbeing remains a significant concern for our staff. This is also reflected in our sickness absence profile where anxiety, stress and depression are a leading cause of absence. Within the wider local community mental ill-health is a cause of significant disability.

8.2 Ambition

Strengthen support offered to staff to support their mental health and wellbeing and reduce stress. Providing this support - alongside opportunities to improve mental wellbeing - is fundamental to improving staff wellbeing, reducing sickness absence and tackling stress.

8.3 Key deliverables

- Developing a single point of access for staff seeking support for mental health issues
- Sustainable provision of a high-quality mental health service for staff to support them on their journey back to work
 - Specialised in addressing specific needs of our staff population
 - Demonstrating efficacy of treatment
 - Delivered by highly trained clinical staff including Clinical Psychologists, Mental Health and Addictions Nurses, Counsellors, CBT Therapists.
- Provision of a range of evidence-based treatment interventions including:
 - Cognitive Behavioural Therapy (CBT)
 - Eye Movement Desensitisation and Reprocessing (EMDR) therapy
 - Mental health/substance use nursing support
 - Trauma Focussed CBT
 - Acceptance and Commitment Therapy (ACT) including Mindfulness
 - Psychological First Aid.
- Teaching training and systemic interventions including provision of Wellbeing and self-care courses and sessions
- Standardisation and simplification of the approach to support managers, in their application of the management of stress to reduce absences related to Anxiety, Stress or Depression with a target of a year-on-year reduction in Psychological absence

- Revised Stress Policy and updated training for managers
- Coaching programme with HR Leads and Head of Health and Safety to support managers in the application of the approach to the management of stress
- Enhanced roll-out of NHS Greater Glasgow and Clyde Peer Support Programme
- Mindfulness programme for staff
- Provision of information and resources on mental health and wellbeing
- Provision of R&R Hubs for staff.

8.4 Outcome(s)

- **>95%** of staff at work at time of referral to OH Psychological Therapies Team (OHPTS) remain in work during treatment
- **> 80%** of staff show clinical improvement following treatment by OHPTS team as measured by CORE 10
- **45%** of all staff completing Level 1 Peer Support training (Level 1) - 'Looking after yourself and others'
- Single point of access for staff requiring mental health support established
- Reduction in sickness absence from current level towards **5%** target
- Mindfulness 'intensive' course participation levels anticipated at **50** per year.



8.5 Reduce Discrimination

8.6 It is known that discrimination is one source of stress. NHSGGC does not tolerate any form of discrimination against our staff. We have in place a wide range of support for any member of staff who has been discriminated against, as publicised through our Speak Up! Campaign.

8.7 Ambition

To reduce all forms of discrimination against our staff.

8.8 Key deliverables

- Embedding our Bullying and Harassment Confidential Contacts, as part of a broader range of improvements to the support provided via our HR Support and Advice Unit
- Launching a new “Anti-hate crime” campaign, in partnership with Police Scotland, ensuring our staff know how to escalate any issues of discrimination
- Continuing to work with our staff led equality forums to identify ways to improve our processes and ways of working so that these are fair and transparent for all our staff, every single time.

8.9 Outcome(s)

Improving year on year the iMatter score relating to **“I am confident that I can safely raise concerns about issues in my workplace”** and **“I am confident that my concerns will be followed up and responded to”**.

9.0 Priority 2



Promote NHS Greater Glasgow and Clyde as a fair and healthy workplace in line with Fair Work Nation principles

9.1 NHSGGC as a major Scottish employer is key to the vision of Scotland being a leading Fair Work Nation by 2025, thus meeting the changing needs of our national economy and workforce. Fair Work principles enable a fair and inclusive workplace and these are at the heart of our Staff Health Strategy. A key dimension of Fair Work is creating a healthy and safe environment, where individuals' wellbeing is actively supported. As part of our commitment to staff we will ensure that staff will have access to a range of opportunities to improve health.

9.2 Ambition

Support NHSGGC delivery of Fair Work Nation and; implement healthy workplace programmes on a variety of topics.

9.3 Key deliverables

9.4 Support NHSGGC delivery of Fair Work Nation

- Co-ordinate benchmarking of NHSGGC activity against new Fair Work Nation Strategy and Action Plan by liaison with key stakeholders
- Co-ordinate an annual NHSGGC Fair Work Action Plan and monitor implementation
- Deliver a range of health improvement programmes for NHSGGC staff
- Deliver a workplace health improvement plan including tobacco, healthy eating/ healthy weight, diabetes, menopause, alcohol and drugs, physical activity (summarised below).

9.5 Outcome(s)

- As part of our commitment to Fair Work, we will undertake an annual self-assessment, using the five Fair Work dimensions and criteria, identifying appropriate improvement activities for NHSGGC. Governance of the self-assessment and associated activity is via the Staff Health Strategy group and the Area Partnership Forum. The next self-assessment will be completed by March 2024
- Activity in relation to Fair Work is linked to ongoing Board actions through approved action plans and strategies which are monitored and approved through various governance routes within the Board.

9.6 Physical Activity

9.7 NHSGGC's Active Staff programme enables staff to look after their physical and mental health by providing opportunities to engage in free and discounted activities.

9.8 Ambition

Support staff to be more physically active, both at their workplace and in their local area.

9.9 Key deliverables

- Delivery of Active Staff structured physical activity opportunities for staff, both face to face and online
- Develop and deliver Active Staff physical activity challenges across NHSGGC
- Promote local physical activity opportunities including discounted staff memberships, travel plans, cycle to work scheme.

10.0 Outcome(s)

Active Staff participation levels anticipated at 6,000 per year.



10.1 Alcohol and Drugs

10.2 The challenge presented by alcohol and drug misuse has been highlighted as a priority at national strategy level and this is reflected in the NHSGGC Alcohol and Substance Policy.

10.3 Ambition

To continue to ensure all staff are aware of and can access information on alcohol and drug harms and addiction services either in the workplace or in the local community.

10.4 Key deliverables

On-going promotion of information, support and services for staff using a range of communication channels including website, snapshot and national campaigns.

10.5 Outcome(s)

Staff are aware of Policy and Support as measured by a specific question in the 2024 Staff Health Survey.

10.6 Tobacco

10.7 NHS Boards are exemplars in providing smoke-free environments through the implementation and enforcement of a Smoke-free Policy and Smoke-free grounds. This protects the health of not only patients but of our staff too. Supporting staff who smoke to stop can mitigate health, social and financial inequities.

10.8 Ambition

To continue to ensure all staff are aware of and can access Quit Your Way stop smoking services either in the workplace or in the local community.

10.9 Key Deliverables

- Promote Quit Your Way stop smoking services and support tools
- Raise awareness of second-hand smoke messages
- Continue to review and implement the NHSGGC Smoke-free Policy.

11.0 Outcome(s)

Quarterly report to H&S Forum noting: Complaints, Adverse Media, Fixed Penalties.

11.1 Healthy Eating and Healthy Weight

11.2 Weight Management Services

11.3 Across the population NHSGGC has adopted a targeted approach, focusing on patients with existing clinical needs and therefore patients with existing (defined) conditions for which there is a strong evidence base of the benefit of weight loss have been prioritised.

The Weight Management Services will be actively promoted to NHSGGC staff through specific activities in our communication plan as well as wider promotion to the general public. Staff who meet the inclusion criteria for these services can self-refer or be referred by a clinician.

11.4 Ambition

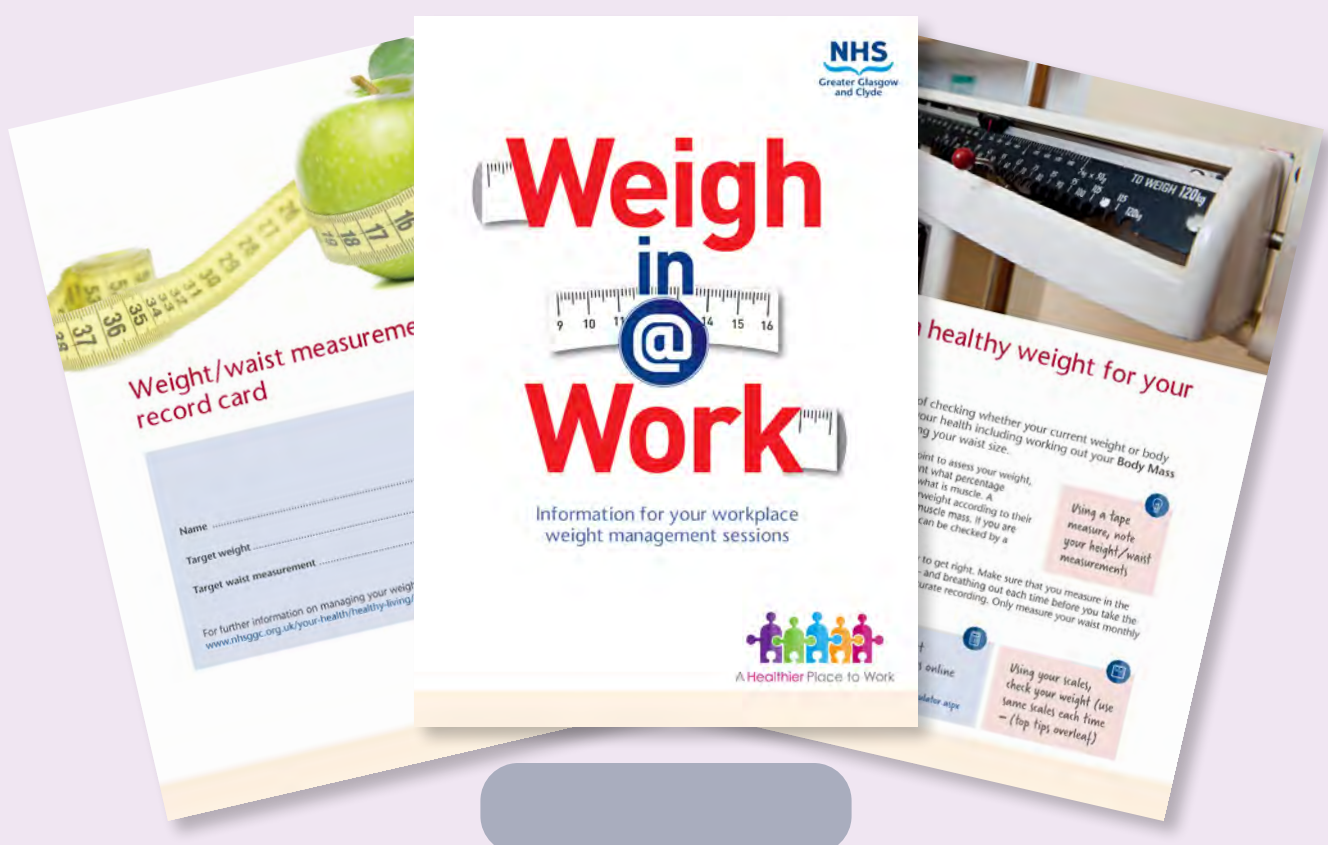
To provide support and opportunities for staff to manage their weight effectively.

11.5 Key deliverables

Plan to promote weight management services and self-management support materials to staff.

11.6 Outcome(s)

Staff are aware of the targeted approach and services offered by NHSGGC Weight Management Services.



11.7 Diabetes

11.8 The prevalence of Type 2 Diabetes (T2D) has steadily increased over the last decade. Within NHSGGC there are over 64,000 people living with T2D. This prevalence is closely linked to deprivation and ethnicity, however the main modifiable risk factor impacting the increase in diagnoses is obesity.

NHSGGC deliver a range of core services to support individuals with, or at risk of developing, T2D, including the Control It Plus structured education programme, Glasgow and Clyde Weight Management Services and the Live Active physical activity referral scheme.

In addition, in 2021, a T2D Hub microsite was developed on the board’s website to provide a ‘one-stop shop’ for T2D in the area. The Hub site hosts information and resources on all the board’s core services and signposts a range of further information and learning opportunities.

www.nhsggc.scot/t2diabeteshub

11.9 Ambition

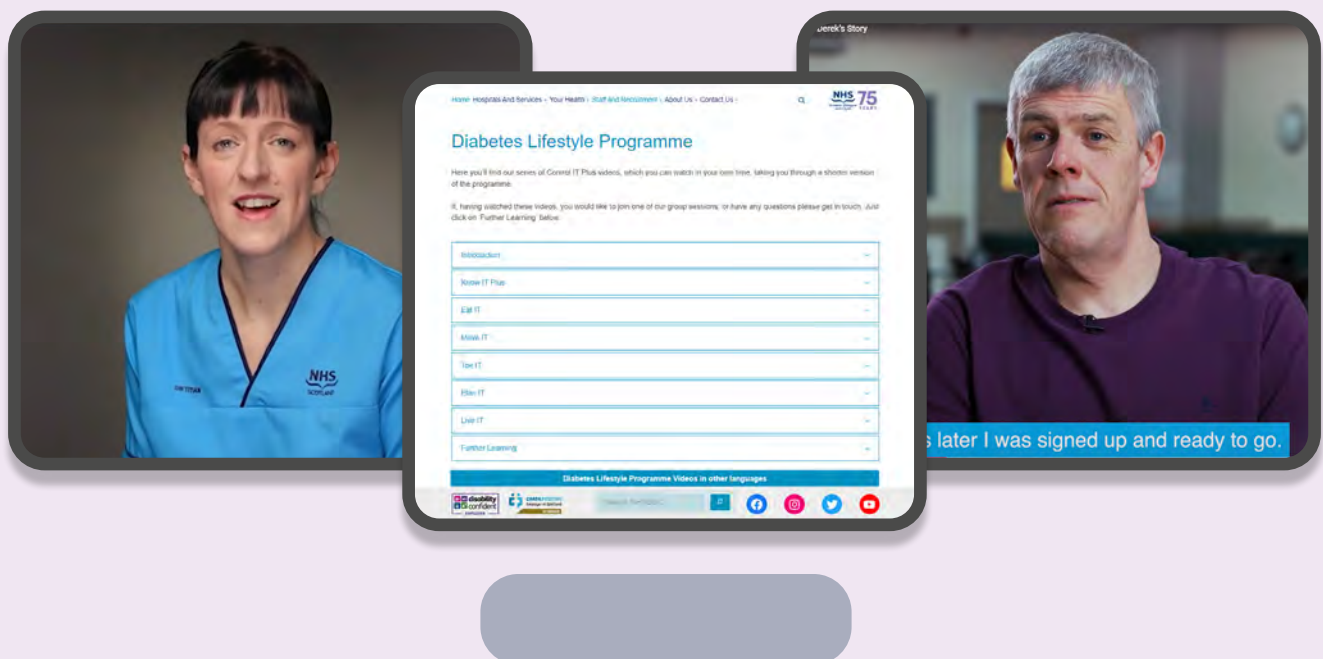
To increase the awareness of, and engagement with, NHSGGC’s support and services for individuals with, or at risk of, Type 2 Diabetes.

12.0 Key deliverables

Promotion of T2D services/support to NHSGGC staff.

12.1 Outcome(s)

- Increased traffic to T2D microsite on Board’s website
- Increased engagement with Control It Plus - structured education programme.



12.2 Menopause

12.3 NHS Greater Glasgow and Clyde recognises that for some the menopause is not always an easy transition. Although for many menstrual health or menopause will have little or no impact on work some employees may need additional considerations to support and improve their experiences. Current evidence on menopause support emphasises how workplace cultures and line manager support can significantly offset symptoms in some cases.

12.4 **Ambition**

Promote the menopause information and support resources on the Women's Health section on the Staff Health and Wellbeing pages, to all staff including managers.

12.5 **Key deliverables**

- Training for managers and leaders will be promoted, as it becomes available
- NHSGGC will support staff and managers by implementing relevant policy and guidance
- Access to available support networks will be encouraged.

12.6 **Outcome(s)**

Staff experiencing menopause symptoms feel supported at work. Measured via a specific question in the 2024 Staff Health Survey.



13.0 Priority 3



Address in-work poverty and promote holistic wellbeing to mitigate inequalities in health

13.1 Inequalities in our society mean that there are groups of our staff who are vulnerable to poverty and unequal health outcomes.

It is clear from the 2022 Staff Wellbeing Survey that money worries is a concern for our staff. Money worries have an impact on the physical and mental health of individuals, particularly impacting on our more vulnerable staff for example those who are affected by disability, caring responsibilities, or mental ill health. Moreover the wide-ranging impacts for staff and their families of the COVID-19 pandemic followed by the cost of living crisis means that the number of people affected by money worries is likely to increase. Tackling in-work poverty and promoting holistic wellbeing and financial inclusion is critical to support the overall wellbeing of our staff and NHSGGC will put into place a range of initiatives as part of our two year Strategy.

13.2 Ambition

To help to promote good financial wellbeing for our staff and alleviate the adverse mental health impacts resulting from money worries.

13.3 Key deliverables

Staff Hardship Crisis Grant

- Crisis support including cash grant of up to £100 to assist staff. The grant can be accessed by self-referral to any of the hospital Support and Information Services, or via referral from HR or Occupational Health.

Home Energy Crisis Response Service

- This service can assist those experiencing crisis related to home energy including fuel vouchers and advocacy with energy suppliers. This service can be accessed via any of the hospital Support and Information Services.

Financial inclusion and money advice services

- NHSGGC work in partnership with a range of money advice services, these can be accessed via any of the hospital Support and Information Services.

All About Money web page

- Update webpage with latest services, tools and information.

Learning for staff and managers on poverty/financial wellbeing

- Home Energy Scotland workshops and roadshows
- NHS Credit Union money management workshops
- Poverty awareness Leadership seminar
- Training for managers on poverty awareness.

13.4 Outcome(s)

- **250 staff accessing the Hardship Crisis service** in the first year of operation
- **Participation levels with activities and campaigns** with Home Energy Scotland and NHS Credit Union anticipated of 100 per year
- **Participation levels at training and development sessions** in poverty awareness/ Cost of Living Crisis for managers and leaders in NHSGGC anticipated to be 200 per year.

13.5 Support and Information Service

13.6 The Support and Information Services (SIS) are on-site services provided on our main acute sites. The SIS provides a 'one stop shop', offering support services and interventions to staff including money advice, support for carers and smoking cessation as well as proactively connecting staff to community based services.

13.7 Ambition

To continue to ensure all staff are aware of and can access the Support and Information Service and onward referral to services as required.

13.8 Key deliverables

- **Promote staff health services**
- **Provide holistic needs assessment, health information and signposting to services for staff**
- **Provide crisis support for staff.**

13.9 Outcome(s)

Staff are aware of services offered by SIS as measured by a specific question in the 2024 Staff Health Survey.

14.0 Carers Support

14.1 A carer is an individual who provides unpaid, practical, physical, and emotional support to relatives, friends, neighbours due to physical or mental illness, addiction, frailty or disability. They may or may not live with the person.

NHSGGC is a Carer Positive Employer, having achieved Engaged level accreditation in 2019 and is currently progressing towards attaining Established level accreditation. The accreditation is presented to employers in Scotland who demonstrate and provide evidence that their policies and working practices value and support carers. Benefits include reduced levels of stress, reducing sickness absence and attract and retain staff thus reducing recruitment costs.

14.2 Ambition

NHSGGC are committed to supporting carers' health and wellbeing and will promote the range of support measures in place:

- Supportive Human Resources policies
- Supportive Occupational Health Services and access to counselling services
- Access to advice and support through Support and Information Services
- Access to community based carer support services
- Carer awareness training for staff
- NHSGGC's commitment to achieve the Carer Positive Employer Accreditation.

14.3 Key deliverables

To achieve Carers Positive Established level accreditation.

14.4 Outcome(s)

Achieve Carers Positive Established level accreditation.



15.0 Priority 4

Support for Managing Attendance

15.1 Our health system faces many challenges including increased demands and the impact of an ageing population. Combined with this staff are working longer than previous generations and for some of our staff this comes with an increase in living with chronic illness.

15.2 Ambition

To provide exemplary support for staff to keep well and help reduce sickness absence. As a whole this strategy aims to deliver this ambition and the deliverables outlined below have an important part to play in achieving this.

15.3 Key deliverables

- **Working with key partners review available treatment and rehabilitation services** which support staff to remain at work or return as early as possible
- **Work with key partners to tackle the increase in staff living with and managing chronic illness** with the aim of improved wellbeing and reduced sickness absence
- **Review of Reasonable Adjustment Passport**
- **Improve options to support staff on long term sickness absence** return to work earlier
- **Ensure compliance with statutory health and safety duties** by working in partnership to review Health Surveillance requirements and refine our processes
- **Promote environmental wellbeing** inclusive of health promoting environment, rest and relaxation spaces, access to healthy food, outdoor spaces and smoke-free grounds.

15.4 Outcome(s)

Reduction in all sickness absence by 2025 from current level towards target of 5%.

**NHS Greater Glasgow and Clyde
Staff Health Strategy - 2023 - 2025**

Published: October 2023

