

NHS Greater Glasgow and Clyde	Paper No. 24/20
Meeting:	NHSGGC Board Meeting
Meeting Date:	27 February 2024
Title:	Staff Health Strategy 2023/25 Review
Sponsoring Director/Manager	Anne MacPherson, Director of Human Resources and Organisational Development
Report Author:	John Somerville, Head of Occupational Health and Safety

1. Purpose

- 1.1 The purpose of the attached paper is to share the proposed Staff Health Strategy 2023 – 2025 Action Plan with the NHS Greater Glasgow and Clyde Board for assurance.

2. Executive Summary

- 2.1 The paper can be summarised as follows:

- The Staff Health Strategy 2023-2025 (the Strategy), follows on from the delivery of the 2021-2023 Strategy and was approved by NHS Greater Glasgow and Clyde Board on the 19th December 2023.
- The Strategy covers a two-year period to enable alignment with the new updated Workforce Strategy which is due to be in place from 2025.
- Actions within the Strategy focus on recovery and four priority areas as follows:
 1. **Strengthening support for mental health and wellbeing including stress**
 2. **Promote NHS Greater Glasgow and Clyde as a fair and healthy workplace in line with Fair Work Nation principles**
 3. **Address in-work poverty and promote holistic wellbeing to mitigate inequalities in health**
 4. **Support for managing attendance**

- 2.2 The overall aim of the Strategy is to improve staff wellbeing, promote a caring workplace, reduce and prevent ill-health and reduce sickness absence. Key outcomes that reflect this have been developed and are linked to actions within the Action Plan:
- **Achieve 80% or more in the iMatter question in relation to the organisation cares about my health and wellbeing**
 - **Increase awareness of resources available to support staff health and wellbeing to at least 80% of respondents in the 2024 Staff Health Survey**
 - **Reduction in long term sickness absence by 2025 from current level towards the overall Board target of 5% and national 4% target**
 - **Increase awareness of the Staff Health Strategy from the 2022 Staff Health Survey by a minimum of 5% in the 2024 Staff Health Survey**
- 2.3 Funding is available against the deliverables within the Staff Health Strategy and no further funding is being sought
- 2.4 The attached Action Plan has been subject to extensive consultation and has been developed through the Staff Health Strategy Group with engagement from the Area Partnership Forum and Equality Forums. The Action Plan was approved by the Corporate Management Team on the 1st February 2024.

3. Recommendations

The NHS Greater Glasgow and Clyde Board is asked to review for assurance the 2023-2025 Staff Health Strategy Action Plan.

4. Response Required

This paper is presented for assurance.

5. Impact Assessment

The impact of this paper on NHSGGC's corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

- | | |
|-----------------------------------|-------------------------------|
| • Better Health | <u>Positive</u> impact |
| • Better Care | <u>Positive</u> impact |
| • Better Value | <u>Positive</u> impact |
| • Better Workplace | <u>Positive</u> impact |
| • Equality & Diversity | <u>Positive</u> impact |
| • Environment | <u>Positive</u> impact |

6. Engagement & Communications

The issues addressed in this paper were subject to the following engagement and communications activity:

- The Staff Health Strategy Action Plan has been through a comprehensive engagement and communication process, including engagement with Local Health and Wellbeing Leads in our Directorates, six Health and Social Care Partnerships and Staff Disability Forum representation.

7. Governance Route

This paper has been considered by the following groups as part of its development:

- Corporate Management Team
- Staff Health Strategy Group
- Staff Wellbeing Group
- Area Partnership Forum
- Health and Safety Forum

Feedback from these groups has been incorporated within the 2023-2025 Staff Health Strategy Action Plan.

8. Date Prepared & Issued

This paper was prepared during February 2024 and issued to NHS Greater Glasgow and Clyde Board members on 20 February 2024.

NHS Greater Glasgow and Clyde	Paper No. 24/20
Meeting:	NHS Greater Glasgow and Clyde Board
Meeting Date:	27 February 2024
Title:	Staff Health Strategy Review
Sponsoring Director/Manager	Anne MacPherson Director of Human Resources and Organisational Development
Report Author:	John Somerville, Head of Occupational Health and Safety

1. Introduction

- 1.1 The Staff Health Strategy 2023 – 2025 was approved by the NHS Greater Glasgow and Clyde Board on the 19th December. The purpose of this paper is to share the Staff Health Strategy 2023 – 2025 Action Plan with the Board for assurance.

2. Background

- 2.1 The Board has a long history of supporting and investing in Staff Health and Wellbeing. The Staff Health Strategy plays an important role in setting out our aims and ambitions and demonstrates our ongoing commitment to continually improving the working lives of our staff.

3. Assessment

- 3.1 The 2021-2023 Staff Health Strategy covered a period where our workforce was heavily impacted by the Covid-19 pandemic, and this was a key influence on the Strategy. The Strategy is a crucial driver for delivering key priorities to support and improve staff wellbeing.
- 3.2 A new Staff Health Strategy has been approved covering the period 2023 – 2025 (to allow alignment with the new updated Workforce Strategy in 2025). The 2023 – 2025 Staff Health Strategy reflects the continued importance that is placed on staff wellbeing by NHS Scotland and the Scottish Government.

BOARD OFFICIAL

- 3.3 The 2023 - 2025 Staff Health Strategy was informed by the results of the Staff Health Survey undertaken in November 2022. Four strategic priorities were identified from this with the aim of delivering ongoing support to staff physical and mental health:
1. Strengthening support for mental health and wellbeing including stress
 2. Promote NHS Greater Glasgow and Clyde as a fair and healthy workplace in line with Fair Work Nation principles
 3. Address in-work poverty and promote holistic wellbeing to mitigate inequalities in health
 4. Support for managing attendance
- 3.4 The attached Action Plan provides a framework that is aligned to key outcomes and will help support the successful delivery of the Staff Health Strategy. Progress will be updated on a regular basis and steps taken when actions have not moved forward as planned. The Action Plan was approved at the Corporate Management Team meeting on the 1st February.
- 3.5 Funding is available against the deliverables within the Staff Health Strategy and Action Plan; no further funding is being sought.
- 3.6 The updated Strategy and supporting Action Plan further embeds Staff Wellbeing in the fabric of the organisation, builds on the success of the previous Strategy and continues to send a positive message to our staff that their wellbeing is a priority.

4. Conclusions

- 4.1 Staff health and wellbeing remains a top priority for NHS Greater Glasgow and Clyde and reflects the national importance of this priority. The 2023 - 2025 Staff Health Strategy Action Plan has been developed with Staff Partnership involvement and will help ensure successful delivery of the Staff Health Strategy.

5. Recommendations

- 5.1 The NHS Greater Glasgow and Clyde Board is asked to review for assurance, the 2023-2025 Staff Health Strategy Action Plan.

6. Implementation

- 6.1 The Action Plan will be used to support delivery of the Staff Health Strategy and Governance will be provided through the Corporate Management Team. Regular updates will be provided to the Board.

7. Evaluation

- 7.1 The approach taken within the Staff Health Strategy has an overall aim to improve staff wellbeing, promote a caring workplace, increase awareness of the Staff Health

BOARD OFFICIAL

Strategy, reduce and prevent ill-health and reduce sickness absence. The Action Plan will support implementation of the Strategy and will be used to help evaluate progress. In addition, key outcomes have been developed to ensure that progress can be monitored and measured:

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.

8. Appendices

- 8.1 Please see attached the Staff Health Strategy 2023-2025 Action Plan.

Staff Health Strategy Action Plan 2023-2025

Within this Action Plan each action is linked to at least one of the Key Outcome(s) that have been agreed to support delivery of the Strategy. The four Key Outcomes are:

1. Achieve 80% or more in the iMatter question 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 long term sickness absence by 2025 from current level towards the overall Board target of 5% and national 4% target
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

Priority	Actions	Link to Key Outcome	Lead	Deadline	Current Position
1. Strengthen support offered to staff to support their mental health and wellbeing and reduce stress	1. Develop a single point of access for staff seeking support for mental health issues.	1, 3	Consultant Clinical Psychologist OH	March 2024	In progress. Single phone number established and teams in process of merging
	2. Provide a sustainable provision of a high-quality, evidence based mental health service for staff to support them on their journey back to	1, 3	Consultant Clinical Psychologist Occupational	March 2024	In progress Range of individual therapies offered

	work.		Health		
	3. Provision of health groups, guided self-care courses and sessions.	1, 3	Consultant Clinical Psychologist Occupational Health	September 2024	In progress Anxiety CBT Group / Low Mood CFT Group / Menopause CBT Group dates planned
	4. Standardise and simplify 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.	1, 2, 3, 4	Head of Health & Safety / HRSAU Manager	October 2023	Completed A simplified process now in place and available on the SHaW Intranet site
	5, Revise Stress Policy by: <ul style="list-style-type: none"> • Reviewing HSE Guidance and approaches taken in other Boards • Reviewing previous Policy in line with new Stress at Work documentation and process 	1, 3	Head of Occupational Health / Head of Health & Safety	April 2024	In progress Approaches from other Boards have been gathered and HSE info reviewed Previously policy being updated
	6. Coaching programme with Heads of HR and Head of Health and Safety to support managers in the	1, 2, 3, 4	Head of Health & Safety / HRSAU Manager	April 2024	In progress. Dates arranged for

	application of the approach to the management of stress.				January 2024.
	7. Enhance the roll-out of NHSGGC Peer Support Network Programme to support staff improve their wellbeing by: increasing the number of staff completing Level 1 'Looking after yourself and others' Module; increase trained Peer Supporters with capacity to provide support to staff; and increase the number of Peer Support Hubs where services or staff with protected characteristics seek to grow a community to support local colleagues	1, 2, 3, 4	Head of Learning and Education	March 2025	In progress. Planned reporting measures include numbers of staff completing Peer Support Level 1; number of trained Peer Supporters; number of Peer Support Hubs Evaluation using surveys and focus groups looking for evidence of increased confidence in seeking support and awareness of self care resources
	8. Deliver three stage Mindfulness programme for staff including promotional activity and evaluation. Delivery of Stage 1 of Staff Mindfulness programme (Tiny Habits) with aim of at least 50 staff	1, 2, 3, 4	Health Improvement and Equalities Manager / Health Improvement Senior	Aug 2023 - June 2025	In progress. Planned reporting measures include number of staff attending mindfulness programme (Stages

	<p>per group.</p> <p>Stage 2 has 8 sessions – target is for minimum of 10 staff participating per session</p> <p>Stage 3 Programme for those staff seeking deeper understanding.</p>				1, 2 and 3).
	<p>9. Develop communication plan to ensure all staff are aware of and can access staff wellbeing information – this will include information and resources on mental health and wellbeing</p>	1, 2, 3, 4	<p>Consultant Clinical Psychologist OH / Health Improvement Senior / Head of Occupational Health</p>	March 2025	<p>In progress</p> <p>Review of Staff Mental Health & Wellbeing z-card resource underway and will be reviewed again in 12 months</p>
	<p>10. Provide practical and emotional support before, during and after a legal matter they are required to participate in including Public Inquiries, Police Reviews and FAIs</p>	1, 2, 3, 4	<p>Corporate Legal & Witness Support Manager</p>	June 2024	<p>In progress.</p> <p>Additional staff member recruited and supporting delivery.</p>
	<p>11. Embed our Bullying and Harassment Confidential Contacts, as part of a broader range of improvements provided via our HR Support and Advice Unit.</p>	1, 2, 3	<p>HRSAU Manager</p>	June 2024	<p>In progress.</p> <p>Currently have 7 confidential contacts; Target number: 9</p>

	12. Launch a new “Anti-hate crime” campaign, in partnership with Police Scotland.	1, 4	Planning & Development Manager, Equalities & Human Rights	October 2023	Completed
	13. Continue to work with our staff led equality forums to ensure their lived experience is reflected in the priorities for the Workforce Equality Group, with the 2024/25 plan agreed in conjunction with them by June 2024	1, 4	Head of Staff Experience	March 2025	In progress. Measures include delivery of Annual WEG Action Plan
2. Promote NHS Greater Glasgow and Clyde as a fair and healthy workplace in line with Fair Work Nation principles	14. In partnership, co-ordinate the annual Fair Work self-assessment of NHSGGC activity to identify opportunities for improvement & develop the annual Fair Work Action Plan Monitor implementation through a Fair Work progress report 2025	1, 2, 3,4	Staff Experience Adviser Health Improvement and Equalities Manager	March 2025	In progress. By April 2024: <ul style="list-style-type: none"> establish the newly formed partnership group, and undertake the self-assessment and action plan By March 2025: <ul style="list-style-type: none"> alongside annual self-assessment

					and plan, develop a 3-year progress report, showcasing how Fair Work has influenced activity across NHSGGC
	15. Promote physical activity opportunities including discounted gym memberships, travel plans, cycle to work scheme, delivery of Active Staff programme including group classes, guided walks and accessible exercise opportunities for all staff	1, 2, 3, 4	Health Improvement Senior	March 2025	In progress Measures include data on number of staff participating in these programs
	16. Use range of communication channels (website, snapshot and national campaigns) to ensure staff are aware of and can access information on alcohol and drug harms and addiction services	1, 2, 3,4	Health Improvement Lead	March 2025	In progress
	17. Support staff to quit smoking and work in smoke-free environments by: continuing to ensure all staff are aware of and can access Quit Your Way stop smoking services either in	1, 4	Health Improvement and Equalities Manager	March 2025	In progress Promotion of service to staff is ongoing

	the workplace or in the local community; and continue to review and implement Smoke-free Policy				
	18. Provide support and opportunities for staff to manage their weight effectively including provision of self-management support materials for staff	1, 2, 3, 4	Health Improvement Lead – Healthy Weight	March 2025	In progress Referral pathway from OH to service being scoped
	19. Promotion of Type 2 Diabetes services/ support to NHSGGC staff.	1, 2, 3, 4	Service Development Lead Diabetes	March 2025	In progress Ongoing promotion
	20. Establish extensive range of menopause support for staff including training for managers, implementation of Policy and Guidance and access to menopause support networks (including group consultation)	1, 2, 3, 4	Public Health Programme Manager / Consultant Gynaecologist – Menopause Lead / Head of Occupational Health	March 2025	In progress Menopause engagement event held January 2024; further event being planned; smaller groups start January 2024
3. Address in-work poverty and promote holistic wellbeing to	21. Promote Staff Hardship Crisis Grant including cash grant of up to £100 to assist staff	1, 2, 3, 4	Head of Staff Experience / Health Improvement Lead Acute	May 2025	In progress Launched May 2023 Annual review – May 2024 and May 2025

mitigate inequalities in health					Reporting measures include numbers of staff accessing crisis financial support:
	22. Promote Home Energy Crisis Response Service to staff	1, 2, 3, 4	Health Improvement Senior	March 2025	In progress Ongoing promotion
	23. Provide support to staff and managers by: updating All About Money webpage with latest services, tools and information; and providing awareness sessions for managers on poverty / Financial wellbeing	1, 4	Health Improvement Senior	March 2025	In progress Sessions planned and reporting measures include number of staff attending sessions
	24. Demonstrate commitment to carers' health and wellbeing by achieving Carers Positive Established level accreditation and by promoting the range of support measure in place	1, 2, 3, 4	Staff Experience Adviser / iMatter Op Lead	March 2024	In progress Work progressing within timescales
4. Support for managing attendance	25. Work with key partners review available treatment and rehabilitation services which support staff to remain at work or return as early as possible.	1, 2, 3, 4	Head of Occupational Health	June 2024	In progress Reporting measures include return to work data, number of staff supported to remain at work and other

					employment outcomes including redeployment
	26. 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. This includes identifying opportunities for staff to be supported to remain at work	1, 2, 3, 4	Head of Occupational Health	June 2024	In progress
	27. Review of Reasonable Adjustment Guidance	1, 2, 3, 4	Head of Staff Experience / Head of Occupational Health	March 2024	Draft written, now at engagement stage
	28. Improve management of sickness absence through a wide range of actions including supporting staff on long term sickness absence return to work earlier; monitoring of absence data and trajectories through enhanced reporting; and consistent application of NHS Scotland Attendance Management Policy	1, 2, 3, 4	Depute Director of HR / HRSAU Manager/ Head of Occupational Health	April 2024	In progress Letter issued by Depute Director of HR January 2024 to managers outlining a number of actions to support staff and managers maximise attendance at work