

## NHS GRAMPIAN

### Grampian Clinical Strategy – Prevention

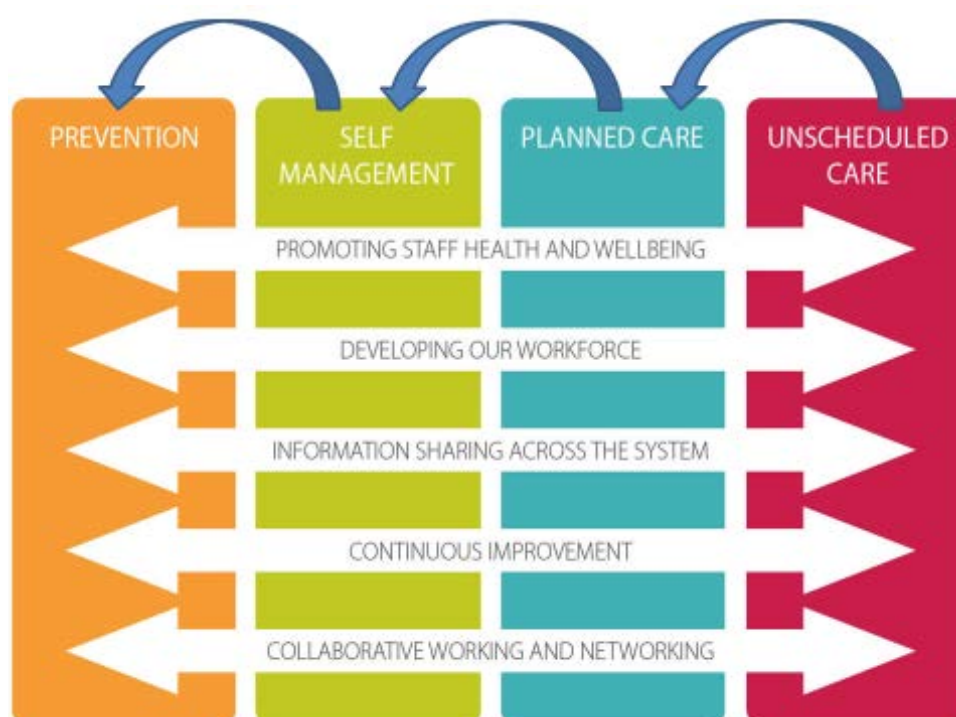
#### 1. Actions Recommended

The Board is asked to:

- Endorse the focus on staff health and wellbeing as the key priority of the prevention strand of the Clinical Strategy.
- Consider the actions that are being progressed to deliver on the six strategic intents set out within the Clinical Strategy in relation to prevention.
- Acknowledge the whole system approach to prevention and its role within the clinical strategy.

#### 2. Strategic Context

The Clinical Strategy has four key components, namely unscheduled care, planned care, self-management and prevention. A key aim within the Clinical Strategy is to continue to move activity from unscheduled to planned, from planned to self-managed and to support prevention wherever possible. This paper provides an update on the work of the prevention strand.



The aim of our work on prevention is to improve the health of all those who live and work in Grampian, but is especially focused on those who are more vulnerable or who have higher risk of serious preventable ill-health.

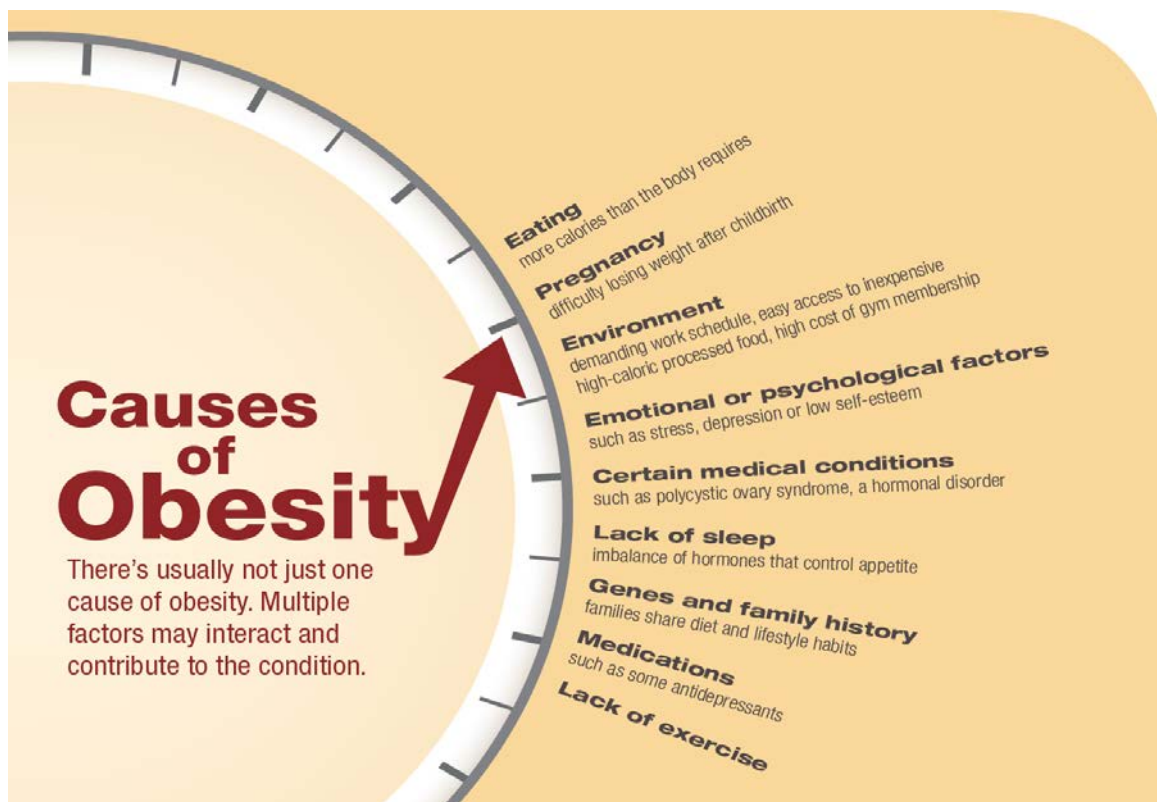
Our health is determined by a range of factors and, whilst different papers give different weighting to their impact on health there is general consensus that the wider determinants of health, such as income and wealth, living and working conditions, and education, have the greatest impact. This is followed by our lifestyles and health behaviour and then health and care service provision.

NHS Grampian considered a paper on the top ten facts about population health in Grampian at its meeting in December 2019. The paper sets out the importance of supporting our population to age well ensuring the best start in life, to address the stalling in life expectancy and worsening inequalities for some, recognising that, whilst the rates of avoidable deaths have halved, the profile of long-term conditions has changed. Whilst Grampian has had some notable public health programme successes – smoking in our population is at an all-time low, improvement in oral health of children with a narrowing of the inequality gap - more is yet to be done, including tackling obesity and improving vaccination uptake. The report also highlighted the need to address the physical environment through, for example, addressing climate change and creating community networks to improve health.

To address the needs of our population we need to:

- Address the wider determinants of health, for example, the Board previously considered its role in tackling child poverty.
- Improve health behaviours and lifestyles – smoking, obesity, alcohol and drug use, physical activity. Board members have received updates against performance targets through our Annual Operational Plan.
- Create supportive environments – ensuring health is considered in all policies. The work of the working group on Inequalities is progressing actions to ensure tackling inequalities is embedded in our assurance processes.
- Integrate Health and Care Services – recognising the growing number of people with multiple long-term conditions, the Clinical Strategy sets out our commitment to integrate health and social care pathways of care.

The recent Director of Public Health Annual Report highlighted the inter-related nature of these strands of activity using obesity as an example.



Source: Manly, H. (2013) Americas Battle Against Obesity. Available at: <https://www.baystatebanner.com/2013/10/10/americas-battle-against-obesity/> Date accessed 29.01.20

NHS Grampian has long recognised that the health and care system cannot deliver improvements in health outcomes on its own and has been an active member of the three Community Planning Partnerships in Grampian. The Local Outcome Improvement Plans (LOIPs) shape the interventions that protect and improve health outcomes and reduce health inequalities through local government, NHS, third sector, private sector, communities and the wider public sector working in partnership. The Systems Leadership Group therefore agreed that the prevention component of the Clinical Strategy should focus on complementary action that NHS Grampian will take rather than simply repeating the commitments in the LOIPs.

Engagement with key stakeholders during the consultation phase reinforced the need for NHS Grampian to be an exemplar employer in terms of staff health and wellbeing. The benefits of such an approach were summarised by the Boorman Review of NHS Health and Well-being as:

- Benefit the health and wellbeing of staff
- Reduce absenteeism and presenteeism
- Support the drive to deliver high quality services
- Financial benefits
- Reinforce and support public health initiatives made by staff.

It was therefore agreed the focus of this element of the Clinical Strategy is to improve the health and wellbeing of NHS Grampian staff and their families and to build staff capacity across the workforce to act as health promoters in their work environment and in their community.

### **3. Key matters relevant to recommendation**

The Employee Director, Operational Director of Workforce and Director of Public Health are jointly responsible for this component of the Clinical Strategy. A Working Group has been established to review evidence, existing initiatives and to further develop co-ordinated effort across the system. The Systems Leadership Team has approved the strategic intent outlined in the six strands below:

- **Your Health and Wellbeing**
- **Your Development**
- **Your Rights and Responsibilities**
- **Your Self-Care**
- **Your Services**
- **Your Workplace**

#### **Intent 1: Your Health and Wellbeing**

##### **Our Aim:**

The health and wellbeing of all staff is a priority throughout NHS Grampian.

##### **Rationale:**

The main causes of sickness and ill-health retirement among NHS workers are similar to other employment sectors; most common problems being musculoskeletal disorders and low-level mental health problems (stress, depression and anxiety). These two main causes of sickness are amenable to improvement via public health interventions. Boorman argued that management attitudes and practices have an impact on mental health and changes in practice, addressing concerns at an early stage, can prevent long-term sickness.

## **How we will make this happen:**

1. Training for managers and supervisors should incorporate a module on how to support staff with their health and wellbeing during routine contact meetings and reviews.
2. Senior leaders, managers and supervisors are involved in promoting initiatives that support health and wellbeing.  
For example; mental health training, demonstrating appropriate behaviour e.g. not checking/answering emails whilst on leave, ensuring staff have time and resources to look after their own health e.g. allowing time to attend appointments and seek help at the earliest opportunity.

## **Examples of what we are doing already:**

- We are revising our Health and Safety Statement of Intent. We want it to show our commitment to staff wellbeing in the workplace. We have ensured that the mental and physical health of staff is highlighted in the Clinical Strategy and in Systems Leadership Team Objectives.
- We have developed 'My healthy Workplace': a website and identity for all initiatives supporting staff health and wellbeing.
- Healthy Working Lives is at silver or gold award level across all sectors.
- We have a programme of Mentally Healthy Workplace training for staff.
- We have introduced a 'Going Home Checklist' which helps to check if staff are ok before they leave work.
- We have developed a Mental Health and Wellbeing Policy.

## **Intent 2: Your Development**

### **Our Aim:**

All staff have access to professional and personal development, because we believe that we must give every member of staff the opportunity to flourish in the workplace and reach their full potential.

### **Rationale:**

Appraisal coupled with training and development, if taken up, can reduce staff turnover by ensuring that staff view their employment as an investment towards improving their career and salary prospects and by catering for their changing needs, e.g. caring role, as and when they arise.

## **How we will make this happen:**

1. Managers are supported, as part of their role, to have regular conversations with employees about their development.
2. Managers will be trained and supported to ensure that the professional and personal development of their staff is always taken into consideration. There will be more development opportunities for all staff. For example, shadowing, secondments, and short-term opportunities.
3. All staff will be supported to complete the required statutory and mandatory training to support health and wellbeing for themselves, their colleagues, patients and others.

## **Examples of what we are doing already:**

Systems are in place to facilitate and record annual appraisal (e.g. TURAS, SOAR). The focus now is to support positive culture change towards appraisal as a developmental, not just a supervisory, process.

## **Intent 3: Your Rights and Responsibilities**

### **Our Aims:**

- Ensure all working practices are safe and have a reduced impact on mental and physical health.
- Work/life balance is supported, e.g. through flexible working, parental leave, carers' leave.
- Health and Safety regulations and procedures are fully adhered to.
- The working time directive is adhered to, which includes the right to have breaks.

### **Rationale:**

There is a correlation between working environments where staff are supported and wellbeing is good and high quality of patient care.

### **How we will make this happen:**

1. All policies supporting staff health, safety and wellbeing will be promoted on the 'My Healthy Workplace' website in accessible formats, with key facts and principles highlighted and promoted. We will ensure that our existing policy supporting flexibility in working patterns - for example shift lengths and pattern - is promoted and adhered to.
2. We will support the recognised Trade Unions/Professional Organisations to increase the number of accredited Health & Safety and Wellbeing Representatives/Champions by communicating the benefits the role can provide for all staff and the organisation.

## **Examples of what we are doing already**

- We already have a suite of supportive policies and H&S reps in place. The focus now is to widen awareness, increase capacity and support positive culture change towards staff wellbeing being an equally important consideration in how things are done.
- We have recently developed a Mental Health and Wellbeing Policy for staff, to be implemented shortly.

## **Intent 4: Your Self-Care**

### **Our Aims:**

- All staff are encouraged and supported to adopt a healthy lifestyle.
- All staff are encouraged and supported by the system to seek early support and treatment for any mental and physical health issues that arise.

### **Rationale:**

Lifestyle-related health issues affect NHS staff leading to increased staff absence, health care costs and ultimately increased absenteeism.

## **How we will make this happen:**

1. We will ensure that managers are trained to have supportive conversations with staff and be able to help them access the information and resources they need.
2. We will build on the good work which is already happening in many areas to support staff with their health and wellbeing.
3. We will ask our staff what they need to support their health and wellbeing, and we will act on what they tell us. We will work with Healthy Working Lives sector groups to ensure that all departments are supported with any applications for endowment funding.

## **Examples of what we are doing already**

- Healthy Working Lives awards are already being maintained or worked towards across services. Moray HSCP and NHSG Mental Health and Learning Disabilities are working at Gold Award level. Aberdeenshire HSCP, Aberdeen City HSCP, NHSG Corporate Services and Acute sector are working at Silver Award level. Beyond this the focus is to support positive culture change towards valuing our own health and a willingness to seek early support for issues as they arise.
- NHS Grampian Domestic staff in Aberdeen City, Aberdeenshire and ARI have had targeted staff health and wellbeing events engaging over 400 staff. Activities included; stress awareness and relaxation sessions, sound therapy, reflexology, e-bike demos, walks, fruit bags, awareness about my healthy workplace, mocktails, financial advice and mental health improvement.
- Occupational Health (OH) now have a referral pathway to Healthpoint, whose advisors can provide advice and support to both OH clients and clinicians. Employees who are waiting for OH counselling services will be encouraged where appropriate to attend the Healthpoint to access health and wellbeing advice as well as information on support available in the community.
- Mental health improvement and suicide prevention training programme has been operational for just under two years offering a range of courses for staff and managers with over 500 members of staff participating in the past year.
- Over the last 18 months, 30 Trauma Risk Management (TRiM) Practitioners and six TRiM Managers have been trained in NHS Grampian, who currently operate informally and voluntarily within the organisation. Over the last year, they have responded to several incidents in which staff have been affected by exposure to workplace psychological/traumatic stress, including seven large incidents in which approximately 150 staff attended a Trauma Incident Brief (TIB), 51 members of staff have undergone a formal initial TRiM intervention and 23 a subsequent second assessment. Three were referred on for specialist support, but all remain at work and were supported in the organisation.

## **Intent 5: Your Services**

### **Our Aims:**

- All staff have equal access to a high-quality occupational health service
- Where facilities have catering and food retail outlets, they will meet healthy food criteria
- All staff can access resources to maintain and improve their mental and physical health

## **Rationale:**

Evidence suggests that having staff health and wellbeing as a core priority, with clear leadership/buy-in and a single organisational plan which draws in all support is most successful in delivering improvements.

## **How we will make this happen:**

1. We will ensure that all staff are made aware of services available to them, such as self-referral to physiotherapy and counselling, and this is built into the [www.myhealthyworkplace.net](http://www.myhealthyworkplace.net) communications plan, ensuring harder to reach groups and locations are targeted using innovative approaches and not just by email.
2. All teams across the organisation offer 5-10 minutes to promote self-care/health and wellbeing key messages every month in team meetings i.e. promotion of five ways to health and wellbeing (connect, be active, take notice, keep learning, give).
3. We will develop an initiative to support shift workers to keep healthy during shift.

## **Examples of what we are doing already:**

- Self-referral to physiotherapy
- Self-referral to OHS counselling
- Management or self-referral for OHS support
- OHS support to managers regarding stress
- [www.myhealthyworkplace.net](http://www.myhealthyworkplace.net)
- Chaplaincy Services
- Access to TRiM practitioners
- Revised Mental Health & Wellbeing Policy
- Working in partnership with Occupational Health, the Healthpoint service is offering a range of support for NHSG staff
- Targeted staff health and wellbeing events engaging with domestic services across Grampian
- Discounts available to NHSG staff to join external gyms and leisure centres
- Range of exercise options (Zumba, Metafit, Yoga, jogging groups, walking routes, etc) available to staff across NHSG sites
- Range of discounted complimentary therapy sessions available to NHSG employees

## **Intent 6: Your Workplace**

### **Our Aim:**

- All NHS Grampian sites will provide natural light, fresh air, and access to greenspace, to staff, patients and visitors

### **Rationale:**

There is increasing evidence of the benefits of exposure to natural environments for health and wellbeing, both physical and mental health, as well as the potential to reduce health inequalities. Benefits include reduced heart rate and blood pressure; attention and cognitive benefits associated with restoration, and mood and self-esteem, as well as evidence of increases in physical activity. These spaces can also promote social interaction and inclusion amongst users with benefits for staff and patients alike.

## **How we will make this happen:**

1. Staff will be encouraged and actively supported to access green spaces, walking paths and outdoor seating areas (may need to be developed in some areas) within and out-with NHSG during breaks.
2. We will ensure that all new builds and renovation projects will incorporate these key workplace requirements as part of the design process.
3. All staff will have easy access to drinkable water as well as better food choices.
4. All new employees will be given 'my healthy workplace' details at induction, along with guide to the site they will be working on i.e. access to facilities such as outside space they can use/onsite cafes/staff only areas/locations of gyms. Website to be developed to have localised info.

## **Examples of what we are doing already**

- The Dr Gray's Sensory Garden and the future Foresterhill Staff Garden are great examples of how spaces and places can be created within healthcare facilities and grounds.
- Walking routes and led walks available across sites
- Cycle to work scheme and bike storage facilities
- Shower and changing facilities available
- My healthy 2020 campaign step challenge has over 80 teams signed up across Grampian

## **Monitoring progress across the six intentions and next steps**

Different aspects of the staff health and wellbeing agenda are monitored and reported through a variety of groups and structures. Consideration is now to be given to performance reporting in a more integrated way with a focus on outcomes rather than inputs. We are considering integrating the strands in 'Demonstrator' areas and have sought nominations from across the system.

## **4. Risk Mitigation**

Over a decade ago, the Wanless Review warned that unless the country took prevention seriously, we would be faced with a sharply rising burden of avoidable illness. That future is now.

The Annual Operating Plan sets out NHS Grampian actions to deliver national prevention programmes and its commitment to working in partnership to improve health. Our 'intelligence' has and will continue to improve, action plans are in place, leaders have been identified for each strand but the challenge to embed prevention as part of routine practice in the NHS remains.

Many of the interventions documented above evaluate positively but are not undertaken at scale to make an impact on population health outcomes. Prevention bundle spending cuts of 5% are anticipated for 2020/21.



## 5. Responsible System Leadership Team Members and contact for further information

If you require any further information in advance of the Board meeting please contact:

### Responsible Directors

Susan Webb  
Director of Public Health  
[Susane.webb@nhs.net](mailto:Susane.webb@nhs.net)

Susan Coull  
Interim Operational Director of Workforce  
[susan.coull2@nhs.net](mailto:susan.coull2@nhs.net)

Rachael Little  
Employee Director  
[rlittle@nhs.net](mailto:rlittle@nhs.net)

### Contact for further information

Linda Duthie  
Public Health Manager  
[Linda.duthie@nhs.net](mailto:Linda.duthie@nhs.net)

**28<sup>th</sup> January 2020**

### Additional supporting information

What works in Supporting Staff Health and Wellbeing - NHS Grampian Staff Health and Wellbeing Plan 2018-2021 by Imran Arain, Public Health Practitioner - Advanced