

Staff Health Strategy 2021 - 2023

Growing our Great Community



A Healthier Place to Work

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A Healthier Place to Work

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**.

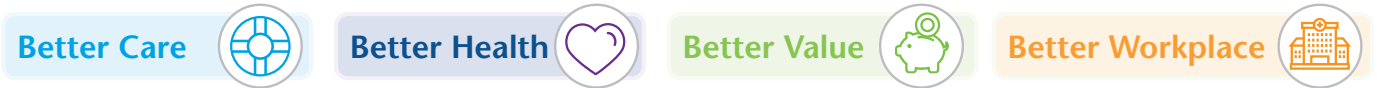
This revised Strategy for 2021-2023 builds on our previous plan and aspirations and also takes cognisance of the feedback we have received from staff in our 2019 staff health survey. The Strategy also reflects the work with key stakeholders on our specific **Staff Mental Health and Wellbeing Plan**.

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.

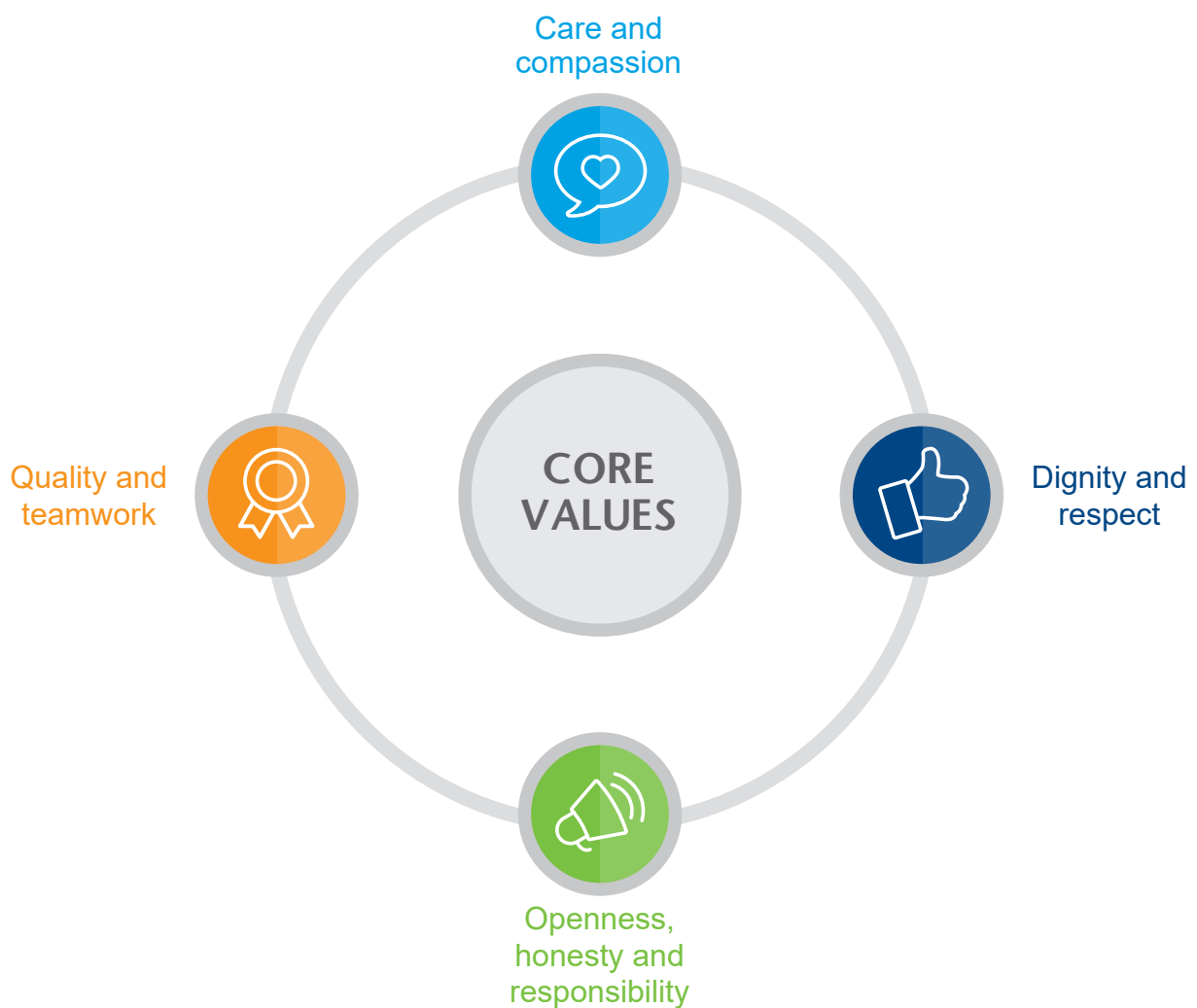


Our Core Values and Commitments

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



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:



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

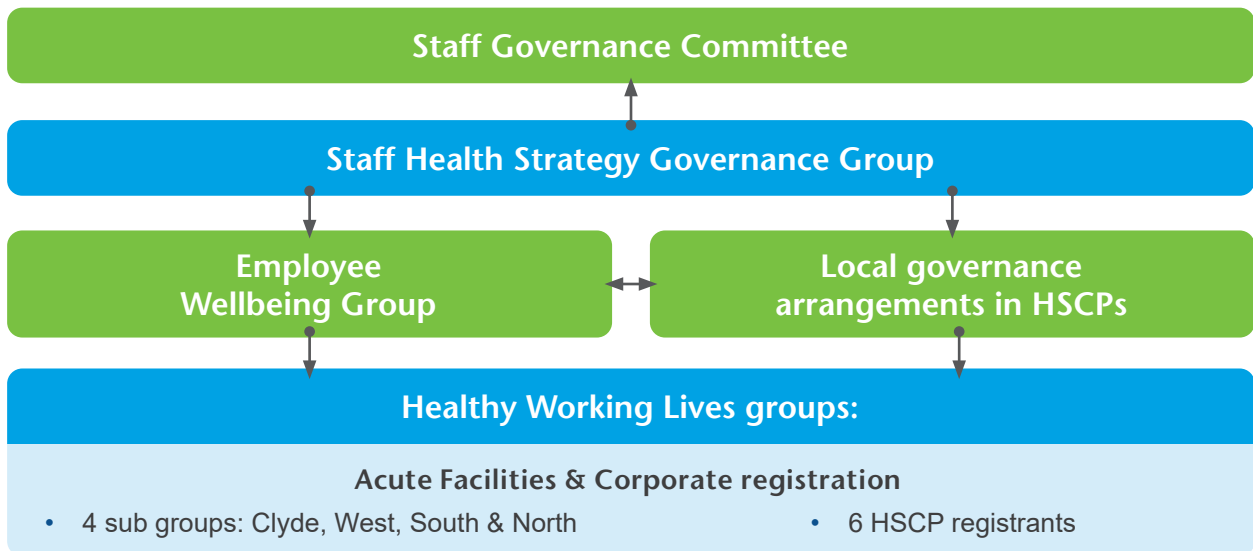
We have an established governance group to ensure senior level engagement with this strategy. The **Staff Health Strategy Governance Group** has lead responsibility for the Strategy. Its main functions are: setting direction within the strategy; monitoring strategy activities and plans; setting and overseeing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



- 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

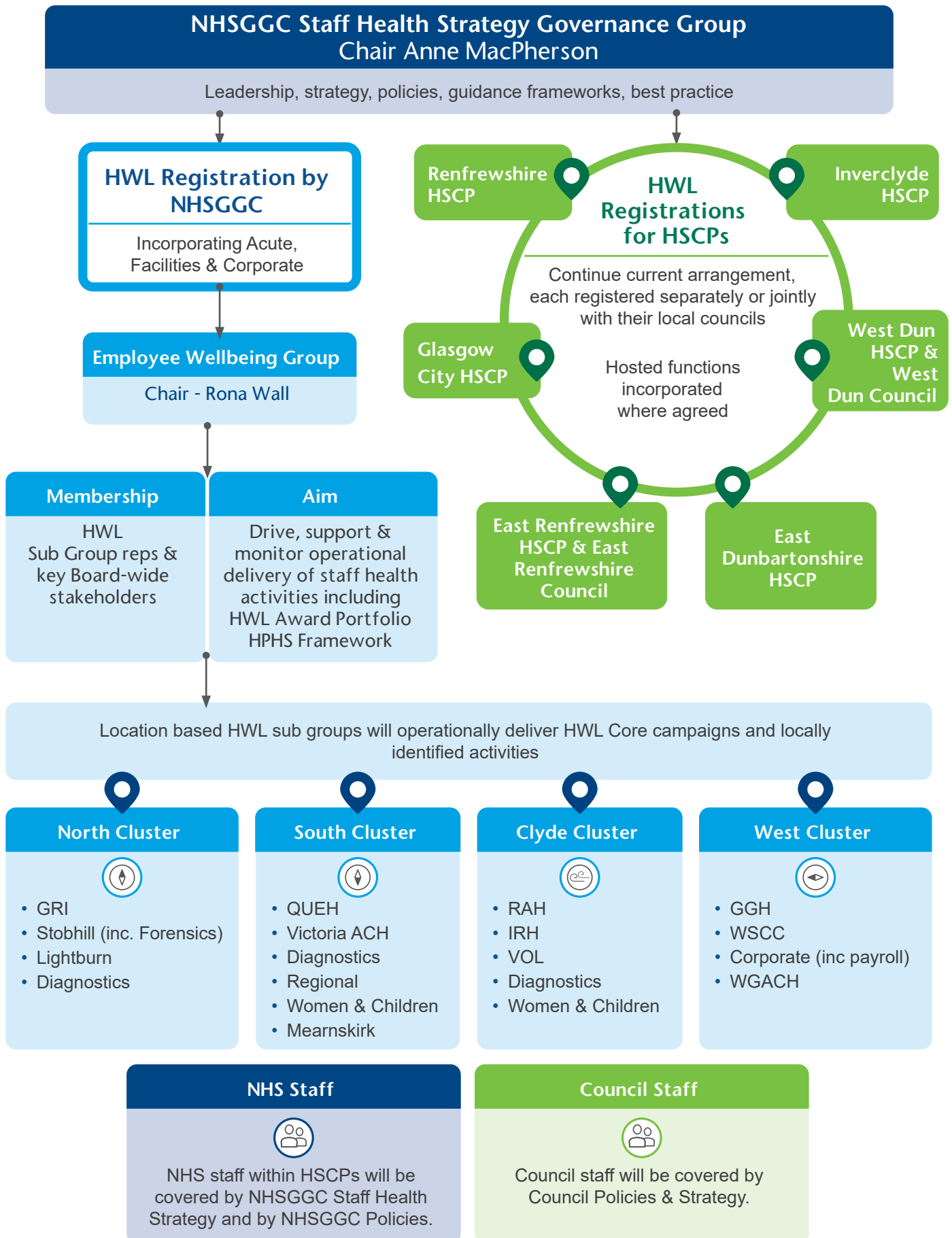
HWL working groups and sub groups implement the strategic programmes and develop locally relevant action plans. The groups gather evidence of their activities to be presented in their HWL portfolios for continuous assessment and benchmarking.

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.



**Healthy
Working
Lives**

Registration of NHSGGC for Healthy Working Lives Award



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.

You said...	We will...
Knowledge of the Staff Health Strategy	
<p>55% of you were aware of the Strategy</p>	<ul style="list-style-type: none"> Actively promote the strategy
Support for Health and Wellbeing	
<p>70% said you know where to find information on health and wellbeing</p> <p>63% said you could discuss your health with your line manager</p> <p>80% said you know how to access Human Resources Policies</p>	<ul style="list-style-type: none"> Promotion of health and wellbeing information sites Delivery of training for managers Promotion of HR Connect
Stress and Mental Health and Wellbeing	
<p>52% said that NHSGGC supports staff with stress and mental health issues</p>	<ul style="list-style-type: none"> Promotion of staff mental health and wellbeing strategy Delivery of training for managers
Caring	
<p>45.5% said that you have caring responsibilities</p> <p>Some of you feel that the policy application is inconsistent</p>	<ul style="list-style-type: none"> Review the policy and guidance for managers Continue to work towards national accreditation
Disability	
<p>12.3% said that you have a disability</p> <p>52% said that you have been supported at work with reasonable adjustments</p>	<ul style="list-style-type: none"> Continue to support staff to declare a disability in a safe and supportive manner Work with staff and managers to apply reasonable adjustments

Discrimination

12% said you have been discriminated against at work

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

Health and Safety

33% said you had participated in a workplace stress survey

54% said that you work in an area where you are at risk from violence and aggression

- 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.



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.



Staff Health Strategy
2021 - 2023

Designed by NHSGGC Corporate Communications