

NHS Board Meeting  
28 October 2020

Lanarkshire NHS Board  
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## SUBJECT: STAFF SUPPORT & WELLBEING ACROSS HEALTH & SOCIAL CARE

### 1. PURPOSE

At the request of the Board this paper has been written to provide the following:

- What we put in place during Covid-19 crisis – (February – July 2020)
- What training has been / will be delivered re peer to peer support?
- What support is continuing?
- What specific supports are we putting in place for Winter 2020/21?
- Challenges/Implications for the service?
  - a. Accommodation
  - b. Resourcing & Funding
  - c. Governance

For approval	<input checked="" type="checkbox"/>	For endorsement	<input type="checkbox"/>	To note	<input checked="" type="checkbox"/>
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### 2. ROUTE TO THE BOARD

This paper has been prepared by Paul Graham, Head of Spiritual Care and Wellbeing. The Executive Sponsor is Eddie Docherty, Director of Nursing, Midwifery and Allied Health Professionals.

### 3. SUMMARY OF KEY ISSUES

- Accommodation
  - The need to have areas designated for staff care and wellbeing within the Acute sites
- Resourcing & Funding
  - Due to the increased need and the return to operational priorities, there needs to be investment to ensure staff health and wellbeing
- Governance
  - It became clear during Covid-19 that there is a gap in the current strategic governance around staff health and wellbeing.

This paper provides background, an overview of issues facing the Board and recommends steps to address these issues.

### 4. STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	<input checked="" type="checkbox"/>	AOP	<input checked="" type="checkbox"/>	Government policy	<input checked="" type="checkbox"/>
Government directive	<input checked="" type="checkbox"/>	Statutory requirement	<input checked="" type="checkbox"/>	AHF/local policy	<input checked="" type="checkbox"/>
Urgent operational issue	<input checked="" type="checkbox"/>	Other	<input type="checkbox"/>		

## 5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

### *Three Quality Ambitions:*

Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/>
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### *Six Quality Outcomes:*

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input checked="" type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input checked="" type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input checked="" type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input checked="" type="checkbox"/>
Healthcare is safe for every person, every time; (Safe)	<input checked="" type="checkbox"/>
Best use is made of available resources. (Effective)	<input checked="" type="checkbox"/>

## 6. MEASURES FOR IMPROVEMENT

- The National Wellbeing Champions Group and the Scottish Government are developing consistent and recognised wellbeing measures
- These will be adopted/adapted under the new Governance Group

## 7. FINANCIAL IMPLICATIONS

- This is an invest-to-save initiative
- An 18-month resourcing for Psychological Services, Salus and Spiritual Care and Wellbeing to address the increased and ongoing demand for staff health and wellbeing support will require £127k (2020-21) and £261k (2021-22). This will cover the two winter periods, the ongoing Covid-19 crisis and support for the development of the longer term strategy.

## 8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

A lack of investment/resource will lead to the following significant risks:

- an increase in staff sickness absence through burn out, anxiety, depression, grief and more complex mental health needs,
- reduced early intervention leading to more complex presentations
- increased staff grievances,
- reduced staff flexibility and engagement, and
- the associated increased demands on primary care and mental health services.
- This in turn will lead to greater costs for service provision via bank/agency/locum services, and
- will ultimately put patient care at risk.

It is well evidenced that for each £1 invested in Staff Health and Wellbeing, organisations benefit between 5-10 times that amount. (Thriving at Work, Stevenson & Farmer Independent Review 2017)

## 9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	<input checked="" type="checkbox"/>	Effective partnerships	<input checked="" type="checkbox"/>	Governance and accountability	<input checked="" type="checkbox"/>
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Use of resources	<input checked="" type="checkbox"/>	Performance Management	<input checked="" type="checkbox"/>	Equality	<input checked="" type="checkbox"/>
Sustainability Management	<input checked="" type="checkbox"/>				

**10. EQUALITY AND DIVERSITY IMPACT ASSESSMENT**

- Will be carried out as part of the recommended strategy development

**11. CONSULTATION AND ENGAGEMENT**

- All services involved with the provision of staff support have contributed to this paper.
- Recommendations have also been based upon staff engagement and feedback

**12. ACTIONS FOR THE BOARD**

Approve	<input checked="" type="checkbox"/>	Endorse	<input type="checkbox"/>	Identify further actions	<input type="checkbox"/>
Note	<input checked="" type="checkbox"/>	Accept the risk identified	<input type="checkbox"/>	Ask for a further report	<input type="checkbox"/>

The Board is asked to

1. Note this report and continue to support staff wellbeing initiatives.
2. Recognise and support solutions to the accommodation challenge in the reconfiguration of the Staff Care and Rest Centres (Wellbeing Hubs) within the acute sites as a priority.
3. Approve the resource funding for the next 18 months to cover two winter periods, the ongoing Covid-19 crisis and the development of the longer term strategy.
4. Support the establishment of a Staff Health and Wellbeing Group co-chaired by Exec Director of NMAHP, Employee Director and the Director of Public Health reporting to the Staff Governance Committee of the Board. The remit of the group would include the development of a Staff Health and Wellbeing Strategy and accompanying action plan incorporating clear goals and outcome measures. It would also provide governance oversight for its sustainable resourcing, funding and delivery. This strategy will encompass all Health and Social Care staff in Lanarkshire.

**13. FURTHER INFORMATION**

For further information about any aspect of this paper, please contact:

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