

Creating Positive Workplace Cultures for Those Who Care for Others

Event Supporter



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Welcome

Fiona Hogg

Chief People Officer, Health Workforce
Scottish Government

Our Agenda

Introduction

Leadership, Culture and Wellbeing

NHS Forth Valley – Wellbeing case study

Responding to our Workforce Challenges

Questions – via Slido

Your speakers

Fiona Hogg, Chief People Officer

Alison Carmichael, Head of Culture and Wellbeing

Rachel Tardito, HR Project Manager

Dr Susan Ramsay, Consultant Clinical Psychologist

Aimee Kidd, Nurse Psychotherapist

**NHS Scotland
vacancy crisis:
Medics lift lid on
'immense pressure'
on staff as patients
left unattended**

**NHS Scotland
waiting lists grow
as key targets
missed**

**Health expert
condemns 'disgraceful'
NHS in Scotland as
figures show 780,000
awaiting treatment**

**NHS waiting lists for
treatment in Scotland
grow by 87%**

**NHS Scotland: Tens
of thousands of staff
take sick leave due
to mental health**

**Fears pay gap
between NHS and
social care staff drives
workers away**

**Top medic warns
Scotland's emergency
care 'not functioning as
it should' as thousands
wait more than 12
hours**

**'Serious concerns'
raised about
overcrowded A&E**

**Scottish NHS
recovery plans 'at
risk from staffing
challenges'**

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Now to try out Slido....

**How does all this negativity and challenge make you
feel**

**Add up to 3 words – and we'll make a word cloud and
share it**

Why is a positive workplace culture important to allow us to care for others?

Culture is about how it feels to work, where you work, with the people you work with every day and we can shape that . We need to take some control where we can and work with what we have in front of us and what we can control.

So what can you do personally, in your teams and at your wider workplace, to make it a great place to work, for you and your colleagues? We know that colleagues who are kind, compassionate and respectful to each other deliver high quality care and make less mistakes.

Today we will share some of the things we are supporting within Scottish Government to address the systemic challenges around workforce, culture, wellbeing and equalities, as well as insights and ideas from NHS Forth Valley

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And now for another Slido – this time a quick poll

What do you feel is the biggest challenge that impacts of you where you work?

Vacant posts

Workload

Financial Pressures

Buildings/ Maintenance issues

Service Demand

Patient Safety

Maintaining professional standards of care

Relationships and behaviours

Slido reminder

And if you want to share more detailed thoughts, ideas or feedback following the session, we'd love to hear from you – contact us at

HWFExperience@gov.scot

Alison Carmichael

Head of Culture and Wellbeing

VISIONS AND OUTCOMES

- Our health, social work and social care systems need to be increasingly flexible and responsive to tackle the many challenges of a post-pandemic world. We can only do this with good leadership embedded within our organisations.
- Our vision is that those who are working in health, social care and social work are part of compassionate organisations, working in inclusive teams where they feel empowered and supported.
- Mental health difficulties, including anxiety, stress, and depression, have long been the leading cause of sickness absence for us. Since, and as a consequence of, the pandemic, the toll of working in health and social care has been and continues to remain, significant.
- By prioritising the wellbeing needs of our colleagues, there will be an enabled workforce that has a direct positive impact on the quality-of-care individuals, teams and organisations can deliver within their systems.

LEADERSHIP, CULTURE & WELLBEING

- Good leadership, culture and wellbeing is the foundation of a highly functional organisation.
- We are focused on, leadership, sustainable wellbeing support and addressing inequalities for those working in health, social care and social work.
- We have developed an Improving Wellbeing and Working Cultures Action Plan and Framework built upon these three pillars: wellbeing, leadership, and equalities.
- Our approach is to develop compassionate leadership with purpose, focusing on systems leaders and systems leadership at all levels across the sectors.
- This is about a supportive workforce culture where talent at all levels is supported and provided with the skills and development required to be enablers of positive change, rather than a traditional hierarchical structure.

THE IMPROVING WELLBEING AND WORKING CULTURES FRAMEWORK AND ACTION PLAN

- The Framework and Action Plan will support through national programmes of work at which focus on the shared needs across all three sectors
- The Framework explains why wellbeing, collaborative and compassionate leadership and tackling inequalities are critical in improving workplace culture.
- The Action Plan includes existing and planned national deliverables that contribute to our overall aims within the National Workforce Strategy.
- We are committed to engaging with stakeholders to describe what organisations, employers and leaders can do to promote and enable positive workplace culture.
- A Strategy Board has been established to provide strategic direction, advice and assurance.

DELIVERABLES

Wellbeing	Leadership	Equalities
<ul style="list-style-type: none">• Support the development of appropriate resources for staff and prioritise wellbeing initiatives• Better understand wellbeing needs across health, social care and social work• A culture where physical and psychological safety is embedded	<ul style="list-style-type: none">• Develop NHS CEO and Executive Director Succession Planning Process• Design and pilot national leadership development programmes and interventions• Action plan for developing the minority ethnic workforces• User-Focused Digital Offer	<ul style="list-style-type: none">• Introduction of diversity recruitment target• Design & Deliver Diversity Event Series, Diversity Allyship Programme & Diversity Leadership at All Levels Programme• Anti-racist training resources• A menopause/menstrual health policy and supporting documents for staff and managers

Rachel Tardito

Equality, Diversity and Wellbeing Lead
NHS Forth Valley

Exploring the Staff Health and Wellbeing Landscape in NHS Forth Valley...



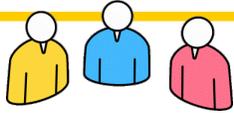
Talking Points

(A.K.A How long will this take?)



- Setting the Scene
- Our Workforce Wellbeing Plan
- Staff Support and Wellbeing Website
- Mental Health Pilot Project - Occupational Health
- Celebrating Success - Actions Speak Louder than Words

Setting the Scene



Programme Group

The relaunch of the Staff Support and Wellbeing Programme Group



Strategic Plan

Creation and Development of strategic, fit-for-purpose plan to support our staff



Website and Resources

Review and refresh of our internal resources, including our wellbeing website

Our Timeline



Step One

Final draft of Our Workforce Wellbeing Plan approved and launch date agreed

Step Two

Review of feedback since launch and analytics from website

Step Three

Communication Strategy reviewed and Wellbeing Taster Week Event planned for January 2023

Step Four

Evaluation of current progress and amendments as required.
Logic Model developed

Step Five

Annual Programme, Website Updates, Awareness Sessions and continued Partnership Working.
Activity Tracker launched

Step Six

Reflection and Learning in collaboration with staff to decide next steps and priorities. One year on feedback report.
Review of data collection and measurement frameworks

Dr Susan Ramsay

Consultant Clinical Psychologist
NHS Forth Valley



MENTAL HEALTH PILOT PROJECT

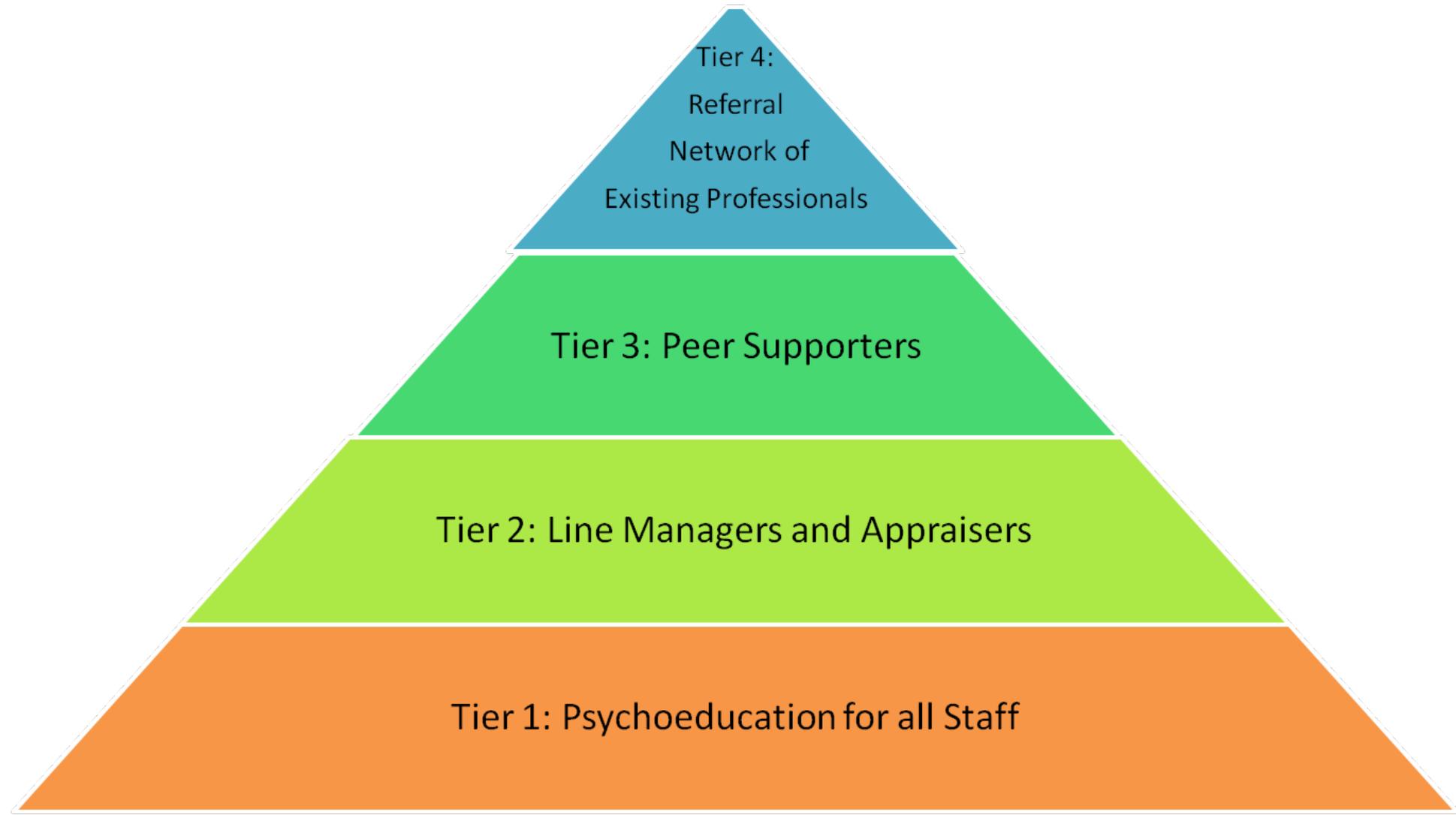
NHS Forth Valley Occupational Health



- Mental Health Pilot Project is an Occupational Health Service innovative service development project funded by NHS Forth Valley Wellbeing Money in 2021;
- In addition to existing Occupational Health staff, funding allowed us to recruit a Modern Apprentice, Clinical Associate Applied Psychology and a part-time Counsellor to support the project;
- The project has two main strands as part of a stepped-care model:
 - **Reactive** - Increase access to psychological therapies and counselling for staff working in NHS Forth Valley who are struggling;
 - **Proactive** – increase local support available to staff in their teams;

Four Tiered Staff Support Model for Secondary Impact

NHS FORTH VALLEY, March 2016



Building and Supporting Our Peer Support Network

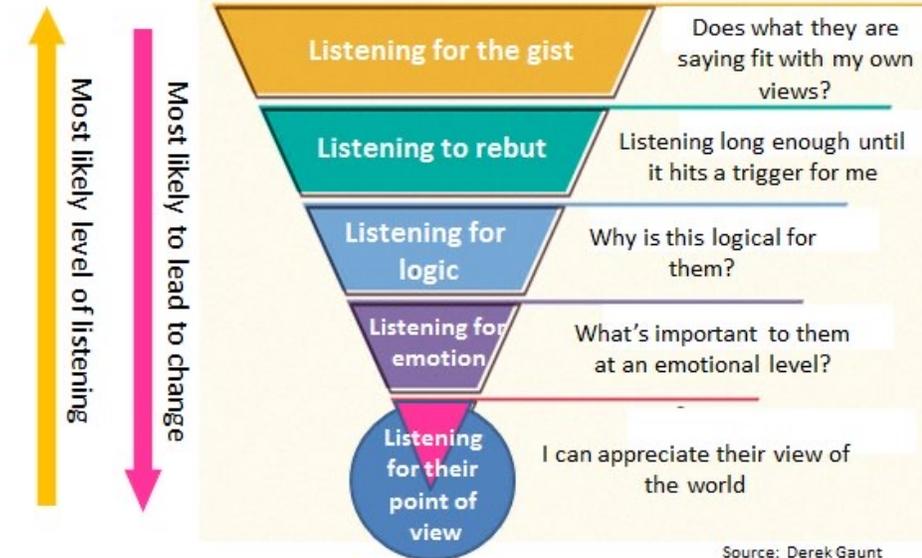
- Recruited applicants with support from managers;
- Pre training modules Psychological First Aid (NES TURAS) and Lifelines Road Trip (2-3hrs);
- Supporting Your Colleagues skills and knowledge training – 1 day;
- Reflective Practice Groups - monthly reflective practice sessions (1-1.5h) – minimum attendance of 3 sessions in first 6 months and a total of 6 in the first year; then 4 per year going forward;
- Support via Peer Support mailbox, MS Teams group for Peer Supporters, and access to the OHS Peer Support team, if needed.

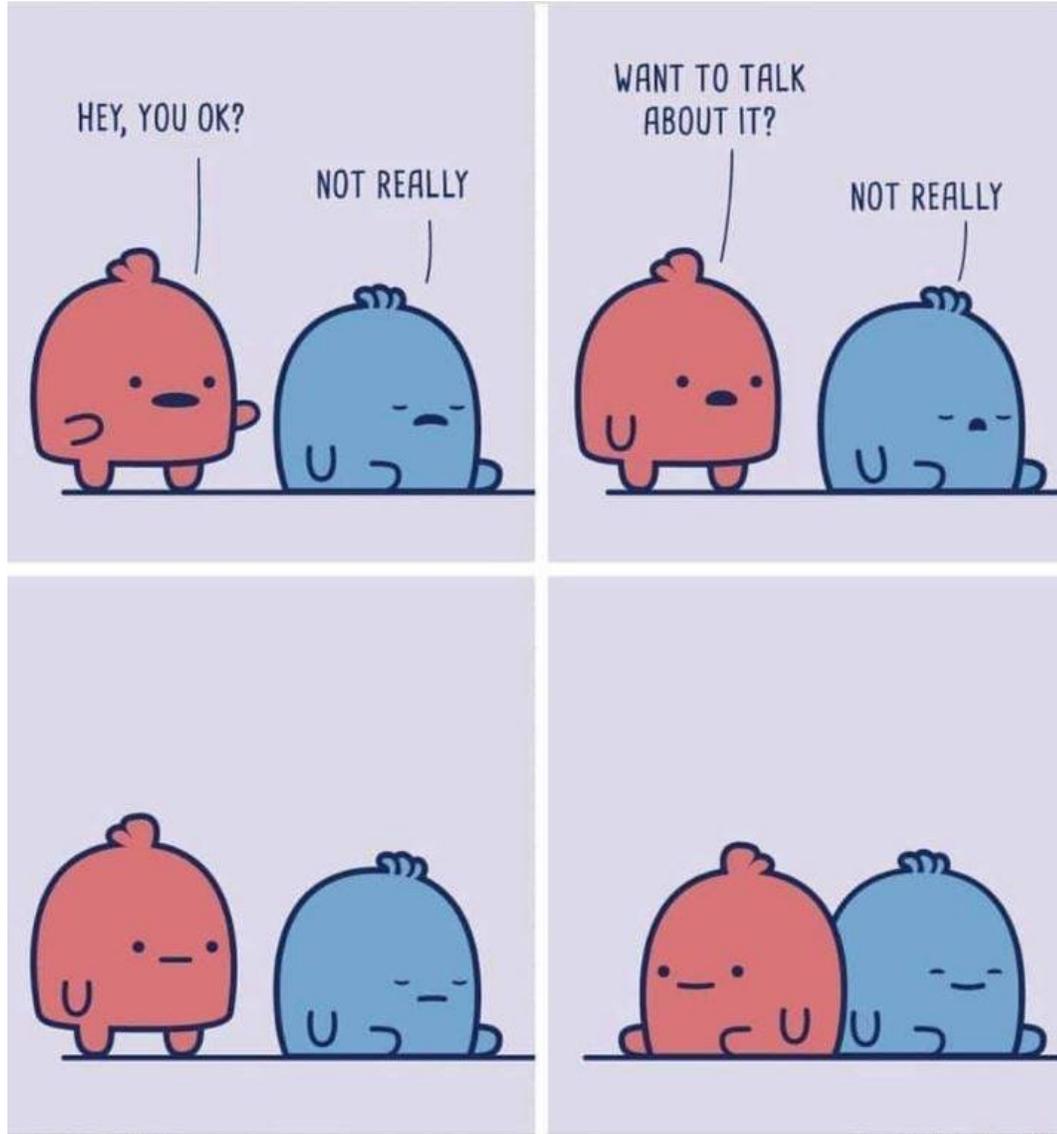
Supporting Your Colleagues

Peer Support Training

- Understand **resilience** and the factors that can impact wellbeing;
- Recognise the **symptoms of stress** and **common mental health problems**;
- Understand the **Peer Supporter role** and the qualities of a **good listener**;
- Be familiar with the **support available** and know how to **signpost**;
- Understand the things that **keep you well**;
- Identify how to **take care of yourself** in a supporting role.
- Be aware of the **post-training support** available:
 - Monthly reflective practice sessions
 - 60 min – reflective practice
 - Additional 30 min – educational topics, opportunity to ask questions about resources etc
 - Peer Support mailbox (fv.ohspeersupport@nhs.scot) and MS Teams Peer Support Group

5 levels of listening





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Aimee Kidd

Nurse Psychotherapist
NHS Forth Valley

Enhancing staff wellbeing in the Adult Psychological Therapies Service

- We work in an Adult Psychological Therapies Service, working with adults with PTSD and Complex PTSD;

- We were all redeployed in 2020 and on return from redeployment staff morale was low and wellbeing affected;

- We launched a Wellbeing project at the end of 2020.

Behavioural Psychotherapy Service Wellbeing Questionnaire

On a scale of 0-10 (0=poor and 10=excellent) how would you rate your overall wellbeing at work over the past 2 weeks

What experiences over the last 2 weeks have impacted on your wellbeing at work?

Positive –

Negative -

What suggestions do you have to improve staff wellbeing at work?

Our Staff Wellbeing Initiatives

- Questionnaire
- 2 PDSA cycles
- Occasions fund
- A calendar with birthdays on it
- Celebrate birthdays with cake and card
- Wellbeing board
- Prioritising success within team meeting
- Success sheet and booklet
- Spaces for listening sessions
- Christmas lunch and secret Santa
- Taking feedback to manager regarding IT issues
- Wellbeing team day
- **Trauma informed garden**

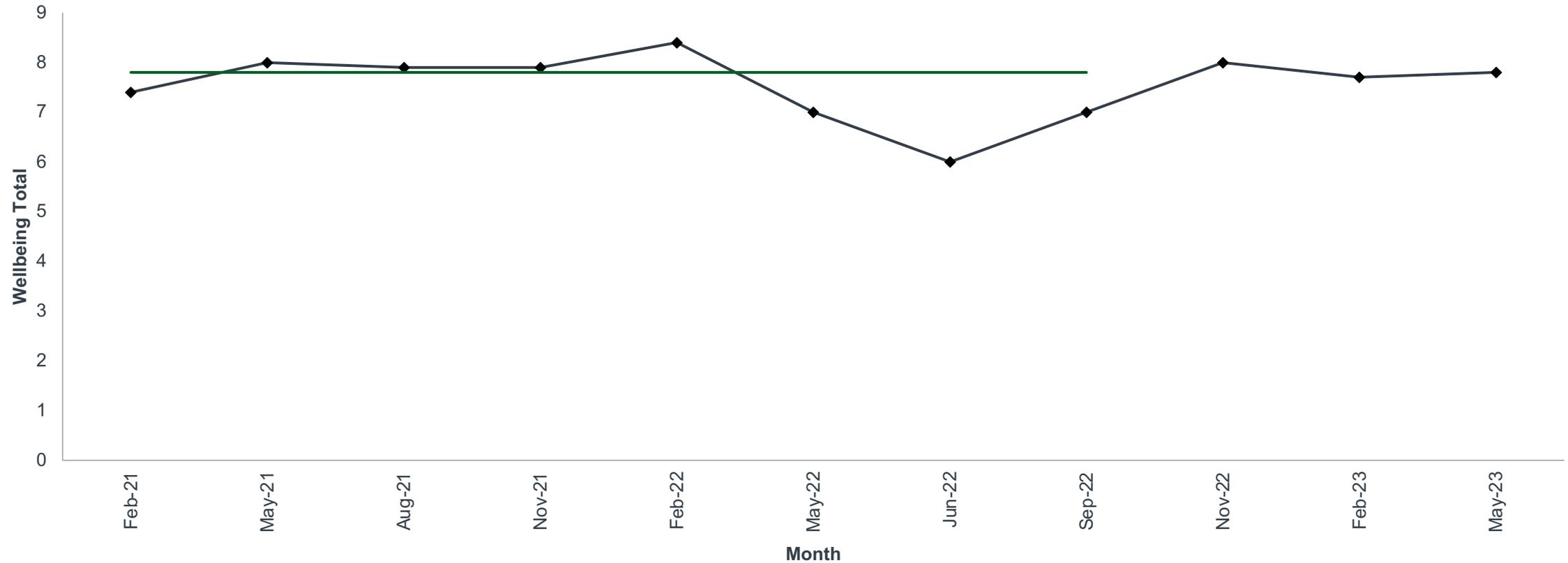


- “Keep quiet” signs
- Dog ‘therapy’
- IT error recording sheet
- Feedback forms
- Protect the egg competition
- Garden retirement party
- Gardening together
- National Step Count Challenge
- Protected lunch break
- WhatsApp staff room
- Easter egg competition
- Chocolates for Valentines’ and Easter
- **Pumpkin carving competition**



Outcomes

Run Chart: B2 Wellbeing Scores

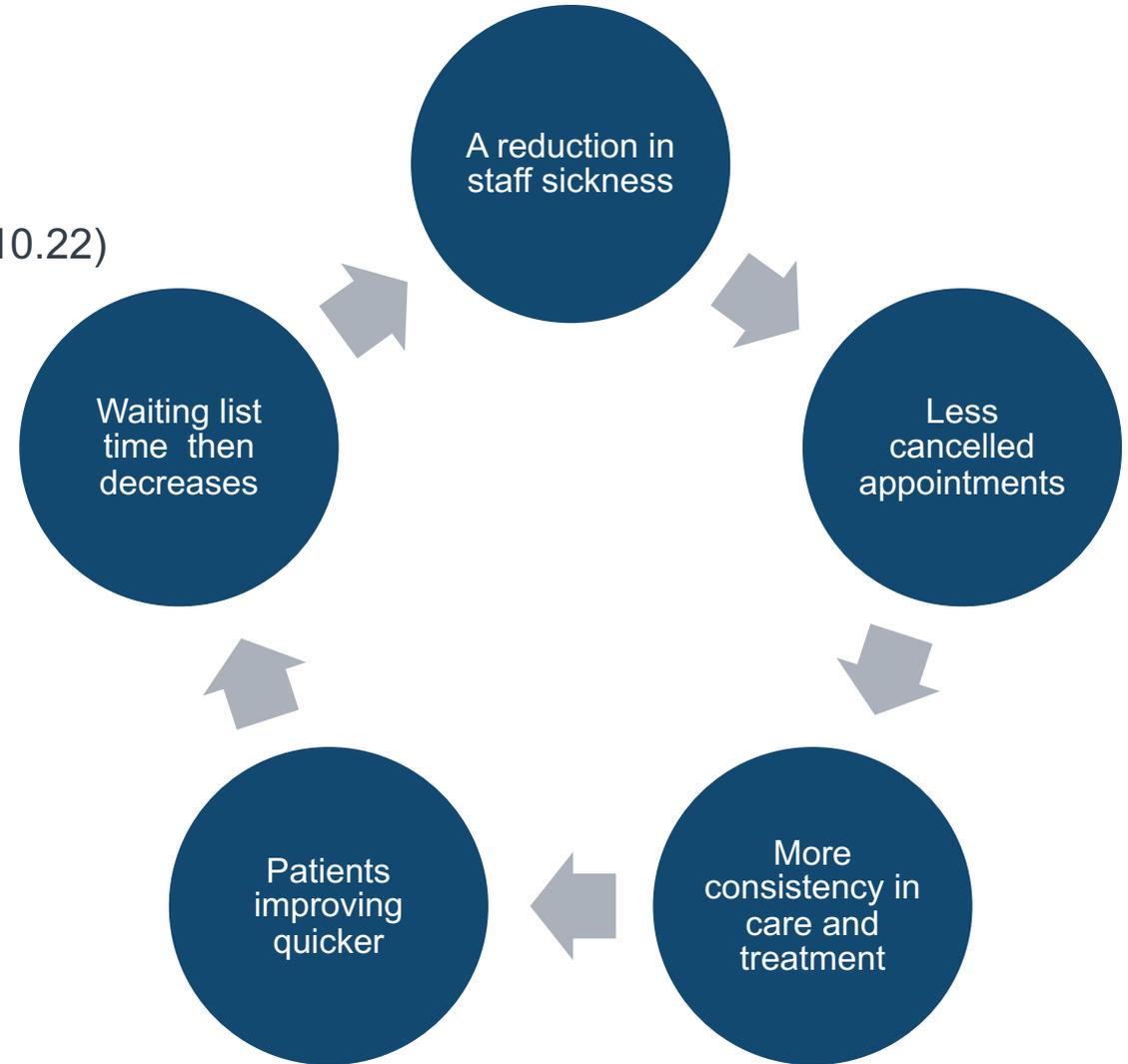


- Between Jan 2021 and Feb 2022 the wellbeing score increased from 7.4 to 8.5.
- In May 2022 wellbeing scores reduced this was when triage began, its now beginning to pick up.

Benefits to staff, patients and service

- In 2020 there were 112 working days lost to sick leave
- In 2021 there was 36 working days lost to sick leave
- In 2022 there has been 20 days lost to sick leave (1.1.22-31.10.22)

This resulted in patients appointment going ahead, there was less cancellations and more consistency in care and treatment.



Top Tips for Progress

- Collaboration
- Gather Feedback
- Give Feedback
- Plan
- Measure
- Evidence
- Try it
- Use the information that's out there
- **Keep it on the Agenda!**



Actions speak louder than words!

- Staff Video demonstrating some of the award-winning wellbeing initiatives that Aimee and her team have put into practice



Thank You and Keep In Touch!

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Fiona Hogg

Chief People Officer, Health
Workforce
Scottish Government

Responding to our Workforce Challenges

Our Approach to Building Workforce Capacity

Tackling Student Nurse Attrition

Improved attraction of Newly Qualified Nurses and Midwives

Accelerated Training Opportunities

Role Diversification

Staff Bank Optimisation

Supporting the Work-life Balance policies

International Recruitment

Development of Alternative Training Pipelines

Implementation of the Health and Care (Scotland) (Staffing) Act 2019

Our Approach to Building Workforce Capacity

Short
Term

Maximise international recruitment

Scope and develop alternative domestic work-based training pipelines for new and existing staff

Medium
Term

Implement and continue to develop domestic pipelines

Continue investment in international recruitment to meet immediate workforce gaps

Long
Term

Domestic training pipelines and access to registered roles are maximized

Boards utilise international recruitment as necessary

Progress to Date: International Recruitment

We now have effective infrastructure in place at a board level with strong pipelines for international recruitment.

We established the **Centre for Workforce Supply** in 2021 to ensure we have the right people in the right place at the right time

In 2021/22 funding of **£1m** was provided to boards to build infrastructure to allow international recruitment.

From 2021/2 **£1m** recurring funding was made available to recruit international recruitment leads in boards

In 2021/2 we provided a further **£4.5m** to all boards to recruit up to **200** nurses from overseas

In 2022/23 we provided over **£8m** of funding to support the recruitment of **802** nurses, midwives, and allied health professionals.

Progress to Date: Nursing and Midwifery Taskforce

Aim to make Scotland the best place for nurses and midwives to come and work and choose to stay for their whole career

Bolster recruitment and retention with attractive varied career choices across the four pillars of practice, offering fair work and flexibility

Promote and enhance the value and contribution of the professions in Scotland

Identify the key activities that will support the professions in their shared and distinct challenges, where all are respected and empowered

Key subgroups

- Culture and Leadership
- Education and Development
 - Wellbeing
 - Attraction

A National Conversation to aid the development of recommended actions with colleagues from all sectors, not just NHS Scotland

Progress to Date: Alternative Training Pipelines

A Skills for Health and Social Care group has been established,

Stakeholders drawn from across the NHS Boards, Colleges Scotland, Council of Deans, Scottish Funding Council, and Skills Development Scotland

It will develop alternative career pathways into health and social care professions including potential apprenticeship models and other 'earn as you learn' routes

It is considering access routes to unregistered roles, such as clinical and non-clinical healthcare support, administration, and facilities.

Developing a workplan which will be assessed by Skills Development Scotland and presented to the Anchors Workforce Strategic Group.

It has joint accountability to the Anchors Delivery Group and the National Workforce Forum

Across our disciplines

Healthcare Science

Development of a Healthcare Science Strategy

This is ongoing, following a scoping review in 2022, which future educational development will be aligned to, addressing workforce pipeline, recruitment and retention and advanced practice.

Allied Health Professions

Implementation of the AHP and Education and Workforce Policy Review

Following publication of the review, recommendation mapping, agreement of governance routes and development of the implementation are now underway.

Nursing and Midwifery

Ongoing work in widening access and improving retention

We are working to better understand the reasons for student attrition levels and to help students be successful,, whilst continuing to focus on the development of our Band 2 – 4 roles as well as planning future student intakes

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Question time via Slido

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