Health, Wellbeing and Productivity – Caring for patients and staff the Imperial way.



John Harrison



NHS Health and Wellbeing

- Health, Work and Wellbeing (DWP/DH) 2005
- Working for a healthier tomorrow (Black) 2008
- NHS Health and Well-being Review (Boorman) 2009
- Healthy Lives, Healthy People (DH) 2010
- NHS Staff Management and Health Service Quality (West et al) - 2011



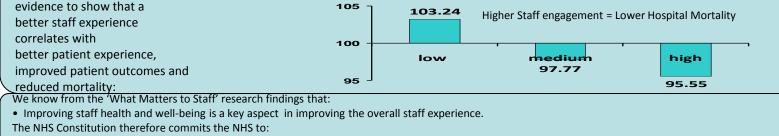


Goals for NHS OH

- Patient care
 - Right staff, right place, right time
 - Patient experience
 - Patient outcomes
- Productivity
 - Sickness absence
 - Presenteeism
 - Engagement

- Health and Wellbeing
 - 1.3 million staff
 - Changing population demographics
 - Changing employment expectations





We commissioned Dr Steve Boorman to independently review sickness absence in the NHS, he found:

Providing support and opportunities for staff to maintain their health, well-being and safety.

We have compelling

challenged to reduce levels of

sickness absence.

- •That the NHS loses 10 million days a year to sickness absence
- •That the NHS sickness absence rate of 10.7 days a year is 4 days a year more than the private sector
- •That 75% of NHS absences are caused by musculoskeletal disorders or stress, depression and anxiety His central recommendation was that the NHS could reduce sickness absence by a third:
- •Achieving this equates to an extra 14,900 whole-time equivalent posts, saving £555 million a year

NHSE will work with Staff-Side to

xomote HWB

We have a policy programme centred on enabling 5 high impact changes in every NHS organisation: Where all Supported by With access to better, With **Developing local** staff are encouraged improved local high quality evidence based strong visible and enabled to take accredited occupational management improvement plans leadership more personal capability health services responsibility All NHS organisations should All NHS organisations should All NHS organisations will have a All NHS organisation should shape a All NHS organisations will ensure local improvement plan to address culture that reflects the NHS Values. promote awareness of the OH services are accredited by March implement the NICE guidelines on importance of staff HWB among Public Health. These include: their local risks and issues. In line with the NLC 'The Healthy 2014. managers. NHS Board' (2010). All NHS OH services will be smoking cessation; Plans will be developed in NHSE will develop and promote accredited in the 6 core elements of obesity; partnership with staff. To support this they should have a information to help managers to • long term sickness absence; named executive board member OH services: support their staff including: mental wellbeing; with responsibility for staff HWB. To support planning the NHS Employers Website will include: • HWB promotion physical activity; building resilience •health assessments for work • site design. The board should review progress against their improvement plan at • effective return to work prevention Advice on the preparation of evidence based plans least twice per annum. interviews timely intervention All NHS organisations will be recognising and supporting Examples of effective plans ·effective rehabilitation encouraged to participate in the Tools to help target local plans staff who show signs of stress NHS (2012) Sports and Physical All NHS organisations should work staff training •Information on networks and to 4 key HWB initiatives: **Activity Challenge** NHSE will make information existing models that might form part NHSE will provide information to Public Health Responsibility Deal All NHS organisations will of an organisations improvement available on ways in which support: plan Healthy Food Mark organisations can develop staff encourage staff to have the flu • Safe Effective Quality Occupational skills in HWB management. vaccine. • good practice in the 6 core **Health Standards** The DH will work with the Health The Department will work with and Work Development Unit to •NICE Public Health guidelines •planning and development of OH NHSE will provide information on support organisations that are most the 'NHS Top Leaders' services interventions that may help to

programme to promote

management capability.

support staff HWB.

Healthy Staff, Better Care for Patients Realignment of Occupational Health Services to the NHS in England

Minimum service levels

- Prevention of ill health caused or exacerbated by work.
- Timely intervention easy and early treatment for the main causes of sickness absence in the NHS.
- Rehabilitation to help staff stay at work or return to work after illness.
- Health assessments for work to help manage attendance, retirement and related matters.
- Promotion of health and well-being using work as a means to improve health and well-being and using the workplace to promote health.
- Teaching and training encouraging staff and managers to support staff health and well-being.





NHS Occupational Health Services

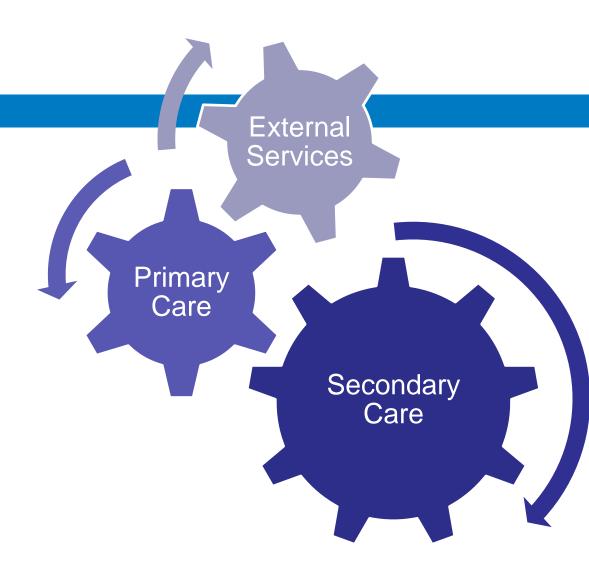
150+ services

Mainly based in secondary care hospitals

Skill mix

NHS Plus

NHS Health at Work Network





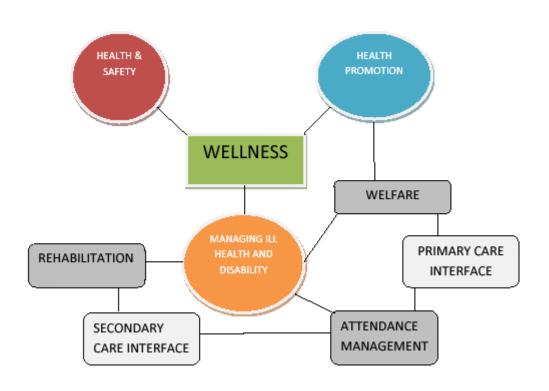
- Imperial College Healthcare NHS Trust
 - Academic Health Science Centre
 - -9,500 staff
 - St Mary's, Hammersmith, Charing Cross,
 Western Eye
- Occupational Health Service
 - Multidisciplinary skill mix
 - Budget £1.7 million



- \$\displaysquare 32\$ people make up the IH@W team
- $\div 7,082$ immunisations given
- ♦ 13,044 blood tests performed

- \$\psi £863,000 \text{generated} \text{from external contracts}
- \$\&\displaysquare 52\$ separate organisations used the service
- 790 Trust managers have sought formal advice from IH@W









Legal Framework

- Law of Statute (Criminal)
- Common law
- Employment law
- Anti-discrimination law





Recruitment

 "I do not have a health condition or disability that might impair my ability to do my job"

2 question screen

Reasonable adjustments

Questionnaire-based assessment of clinical staff

 "I do have a health condition that might impair my ability to do my job"



Attendance management

Referral Form Consent

Explicit questions

Triage

- Senior OHP
- Screen out inappropriate referrals

Assessment

- Face to Face
- Telephone



Case Conferences



Sickness absence

- Attendance Management Policy
 - 3 episodes in 3 months
 - 28 days continuous absence
 - Rolling 12 month period
- 3-stage review
 - Identify possible support
 - Stage 3 may lead to dismissal



Infection Prevention Control

Vaccination

Nosocomial

- Measles
- Pertussis
- TB
- Norovirus
- Needlestic



Numbers constant over time.

Q4 (Jan – Mar 2014) 88 reports

Doctors 44, Nurses 39

Main locations: General Wards (35), Operating

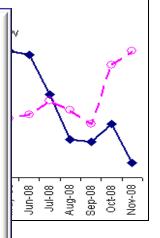
Theatres (21), ICU (10), A & E (7),

Labs (4)

Exposure type Percutaneous 69

Mucocutaneous 16

Source Infection HIV 3, Hep B 1, Hep C 1



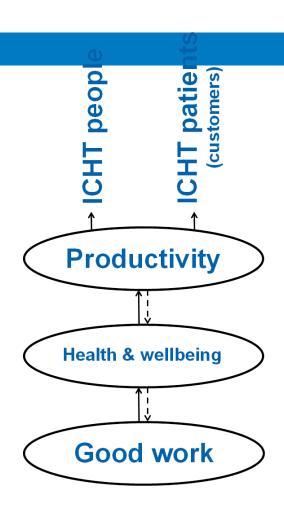
HS Trust

Review premise

 Work ability is a key health outcome.

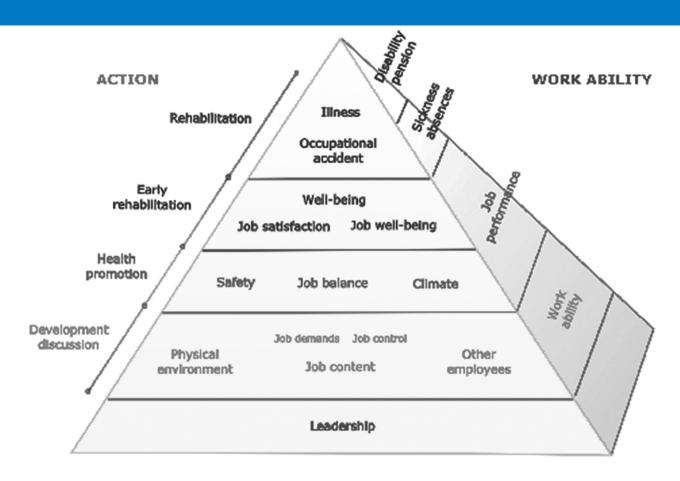
 "Good work is good for health, good for business and good for national prosperity"

The Council for Work and Health. *Planning the future: Delivering a vision of occupational health and its workforce for the UK for the next 5-20 years. 2013*





JOB WELLBEING PYRAMID



WORK

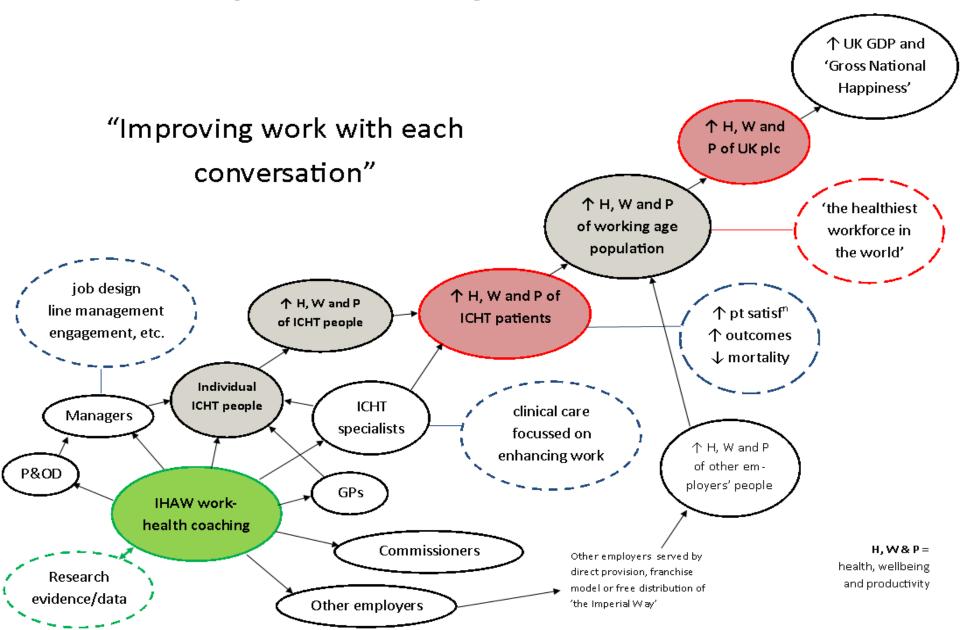


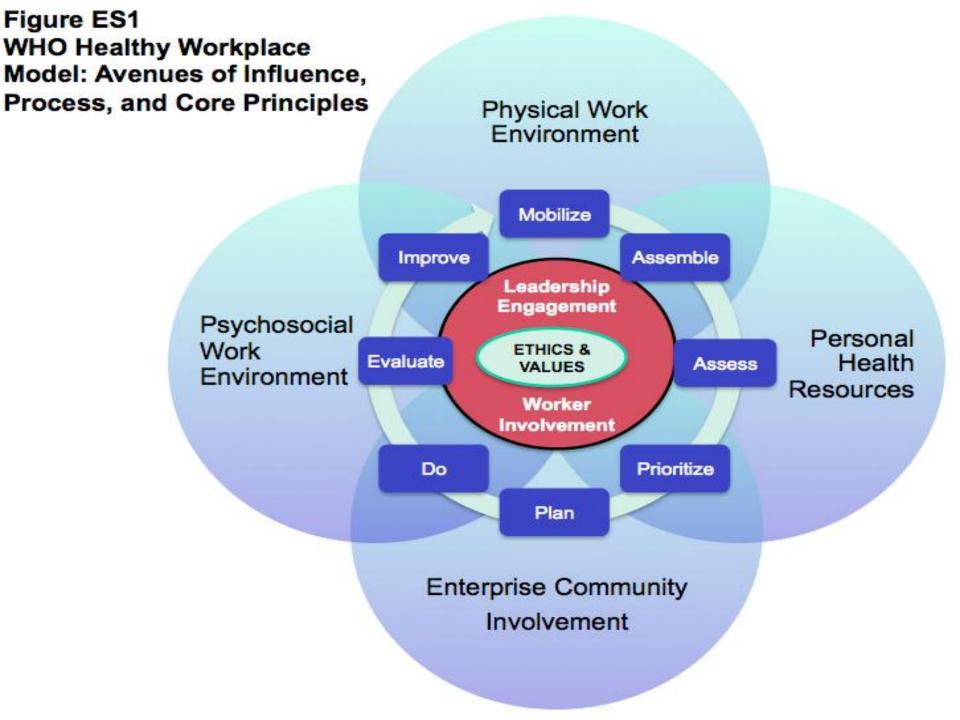
Review goal

- A new vision for occupational health to deliver good patient outcomes through the health and wellbeing of Trust people
- A new vision for the NHS to develop a health and wellbeing culture that embraces employment and work ability as key health outcomes.
- We will model a new way of offering healthcare to measurably improve health outcomes and patient satisfaction through work health coaching.



The Imperial Way





Fit for Work

Fit for Life

Fit for Tomorrow





Health and Wellbeing Initiatives

Healthy restaurants, iMove, Bike User Promote outlets, vending machines Group Activity "Amazing Graze" Sports Challenge Healthy weight Recognition of Performance Wellbeing Eat Well and Development Make a Difference Awareness of Keep learning surroundings **Participative** Behaviour Say something New challenges

Give something

achieve Ofunteer

Imperial College Healthcare INHS Trust

Stress risk assessments

OH packages

FIT 3

- Health and wellbeing
- Health risk management
- Fast track referrals
- Work for health
- Patient OH interventions
- Research

FIT 2

- **Duty nurse**
- **Duty doctor**
- Health protection
- Rapid access assessment

FIT 1

Website – knowledge content/ decision tree

Call centre – advice





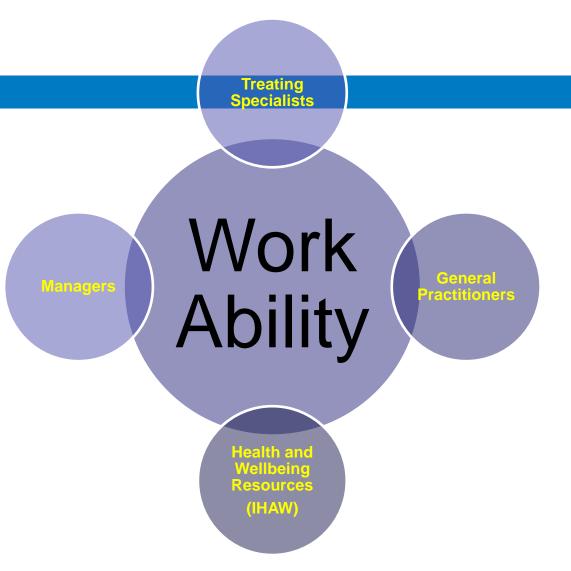
Work for Health

Rehabilitation back to work of Trust people

- Access (Rapid) to Trust facilities and expertise
 - Physiotherapy
 - Counselling, CBT, Liaison Psychiatry
 - Diagnostic and treatment expertise
- Workplace adjustments and support
 - Phased return to work
 - Case management (NICE)

Rehabilitation back to work of Trust patients

- Work ability / employment part of care pathways
 - e.g. MacMillan resources for cancer patients





Conclusion

- NHS faces huge challenges
- Health and Wellbeing core to success
- Work Ability / Employment key health outcomes
 - Trust people
 - Trust patients
- New model for healthcare



