



GIG  
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WALES

Bwrdd Iechyd Prifysgol  
Bae Abertawe  
Swansea Bay University  
Health Board

# Supporting Staff Resilience

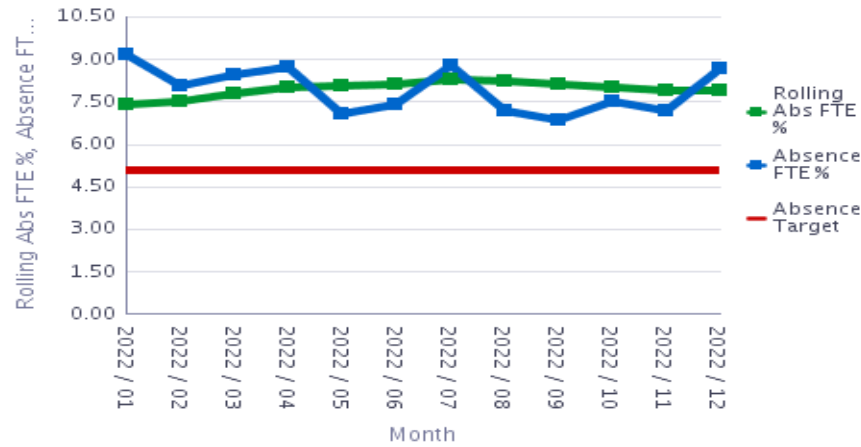
SBU HB Board Meeting

30/3/2023

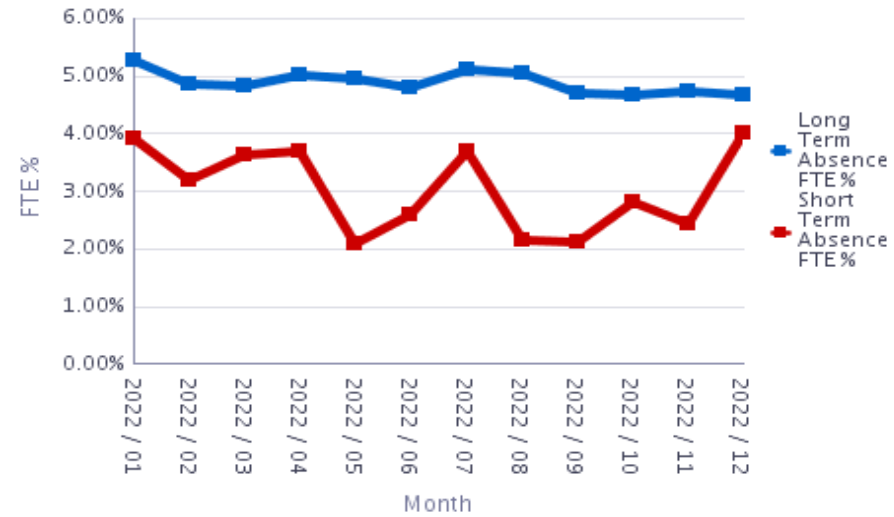


# Workforce sickness absence data

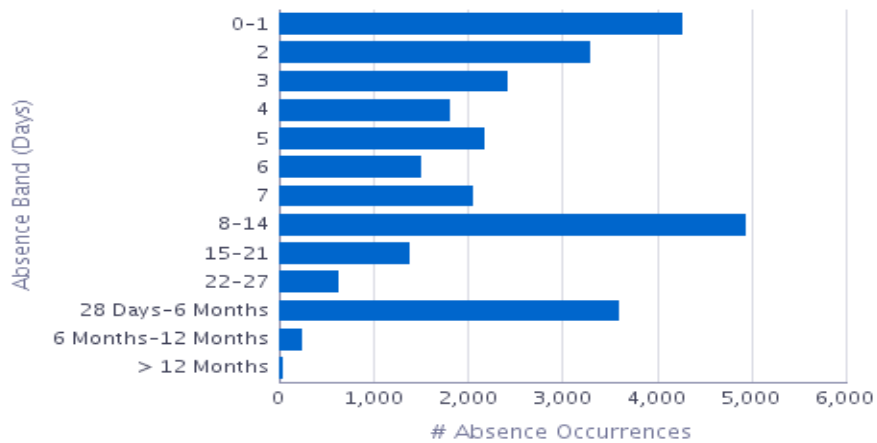
## Rolling absence %



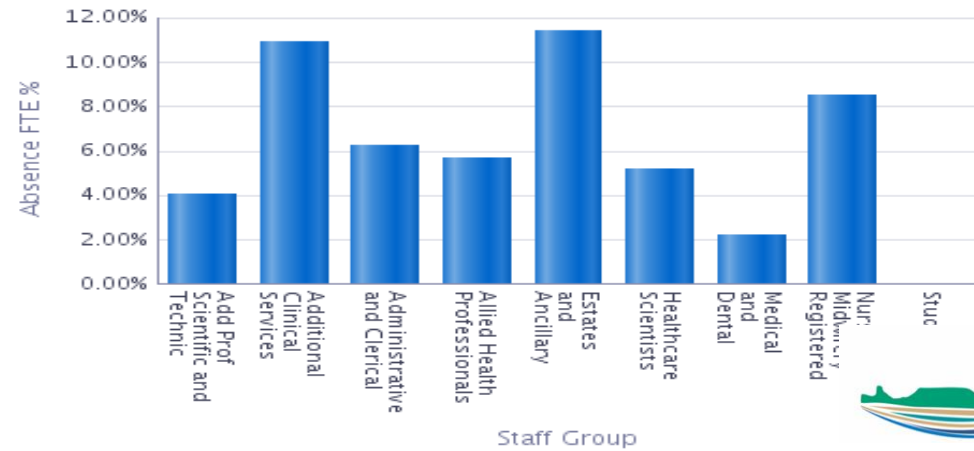
## Short and long term absence



## Absence Occurrences by Length



## Absence Rate by Staff Group



# Workforce - sickness absence data

Sickness absence % across NHS Wales (data source- latest data from WG government statistics team Feb 23)

	Jul - Sep 2022			Jul - Sep 2022
	Jul-22	Aug-22	Sep-22	
Organisation 1	7.4	6.3	6.1	6.6
Organisation 2	7.2	6.2	5.7	6.4
Organisation 3	6.4	5.6	5.6	5.9
Organisation 4	6.9	6	6.1	6.3
Swansea Bay University LHB	8.8	7.2	6.9	7.7
Organisation 5	8.2	7.2	6.7	7.4
Organisation 6	7.4	6.5	6.6	6.9
Organisation 7	7.5	6.7	6.7	7
Organisation 8	5.9	4.2	4.1	4.8
Organisation 9	6.9	5.2	4.9	5.6
Organisation 10	10.3	8.6	8.5	9.1
Organisation 11	2	2.4	2.9	2.4
Organisation 12	2.4	1.9	2.4	2.2
Organisation 13	3.1	2.5	2.5	2.7

## SBUHB Top 5 Absence Reasons by Headcount Dec-22

Absence Reason	Grand Total
S13 Cold, Cough, Flu - Influenza	1188
S27 Infectious diseases	534
S10 Anxiety/stress/depression/other psychiatric illnesses	464
S15 Chest & respiratory problems	358
S25 Gastrointestinal problems	340

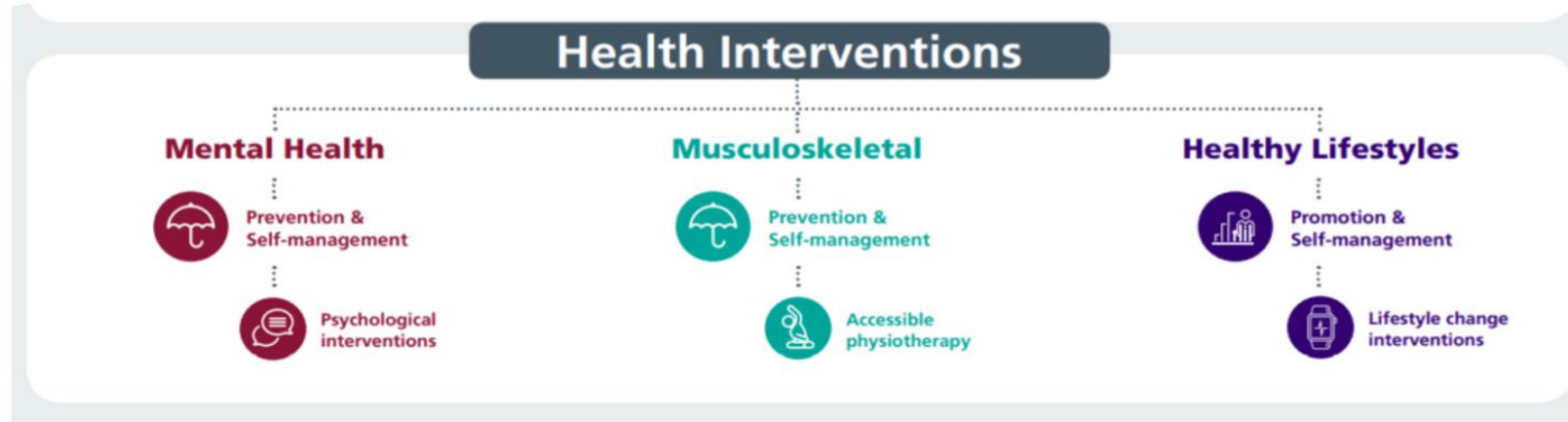


# Current pressures undermining staff resilience

- **‘Our Big Conversation’** demonstrated 20% staff disagree or strongly disagree that, ‘Managers and Leaders are responsive towards staff when they face problems in my area of work’.
- **Tired workforce** – Covid-19 into significant organisational change into winter pressures plus industrial action and cost of living challenge
- **Overuse of agency staff** leading to increased demands/pressure on substantive staff and undermining cohesive team working
- Staff shortages/staff sickness
- Culture in some areas lack dynamic & compassionate leadership that supports staff resilience



# Our Staff Wellbeing Services supported by 'Post - Covid Staff Wellbeing Strategy'



- **1115 referrals** (Feb22-Feb23) to staff Wellbeing Service for 1:1 support
- **Specialist Psychological interventions** for trauma, PTSD, bereavement. Increased capacity in self-management for anxiety, depression, self-harm and suicide
- **TRiM** team rolling out preventative and post-incident support - 72 staff TRiM trained to deliver and support, 2500+ staff REACT trained, 48 suicide disclosure supports for staff since May 2022, 27 bespoke interventions for teams/services
- **579 Wellbeing Champions** supporting teams with wellbeing info/signposting and health promotion activities– regular update workshops facilitated
- **Manager training** - use of work-related stress assessment and managing mental health at Work
- **Time2Change Wales** – regular presentations to reduce stigma & discrimination of mental health in work
- **Work-based Physiotherapy support** - ergonomic assessments, MSk advice. Promoting health campaigns
- **Staff Wellbeing Forum** commenced Oct '22 to share best practice/disseminate info across the HB with related presentations
- SBU has the only **Occupational Health Service in Wales** with full complement of Nursing Team using 'grow our own' model. Only service with OT support for staff with **Long Covid** and only service with permanent full-time OH Doctor from 1/4/23
- The **partnership working** during the pandemic has been externally validated with the team winning the Best Multi-Disciplinary Initiative in the [Personnel Today Occupational Health and Wellbeing Awards](#)



# Outcomes from Wellbeing Service to demonstrate effectiveness

**Evidence suggests that sickness absence may be higher without the support of the wellbeing service. Evidence also suggests improved productivity at work**

- Improved health outcomes on EQ5D-L outcome measure (improvements in depression/anxiety, participation in valued activities and reduced pain)
- 53% referrals to the service are staff in work (presentees)
- 47% of referrals are sickness absentees
- 58% absentees supported, RTW by discharge
- 47% absentees still off sick at discharge stated the service helped move closer to work
- 82% absentees stated the service helped them RTW sooner
- 70% staff in work stated the service helped remain in work
- 59% stated the service helped improve work performance
- Increased confidence to manage mental health at work from related training
- Competence and confidence to undertake work related stress assessment after related training
- Feedback form 'Our Big Conversation' – *'The range of wellbeing support and services are valued and highly rated'*.



# Current focus on areas of high absence - examples of current initiatives to support the wellbeing of our staff

## **MH&LD Service Group**

- Bespoke support for acute incidents
- Staff Wellbeing survey undertaken
- Guardian visits across all sites
- Service Group Staff Counsellor
- Review of TRIM support to the Group

## **Support Services**

**Hotel Services** – piloting Tailored Adjustments training for managers to increase experience of using these to flexibly support staff to remain in work/return to work

**Estates** – delivering men's health sessions to male staff to increase awareness of support available related to mental and physical health. Includes REACT/TRiM awareness

## **Morrison Service Group (including Theatres)**

- Monthly Health & Wellbeing Newsletter – monthly topics/information and links to support
- Wellbeing resource pack – physical and electronic copies available – includes new starter feedback questionnaires.
- Pulse surveys conducted in areas that are identified from the data as requiring additional HR/OD support – for example, number of ER cases, high absence - this work include implementing an overseas champion network from April 2023

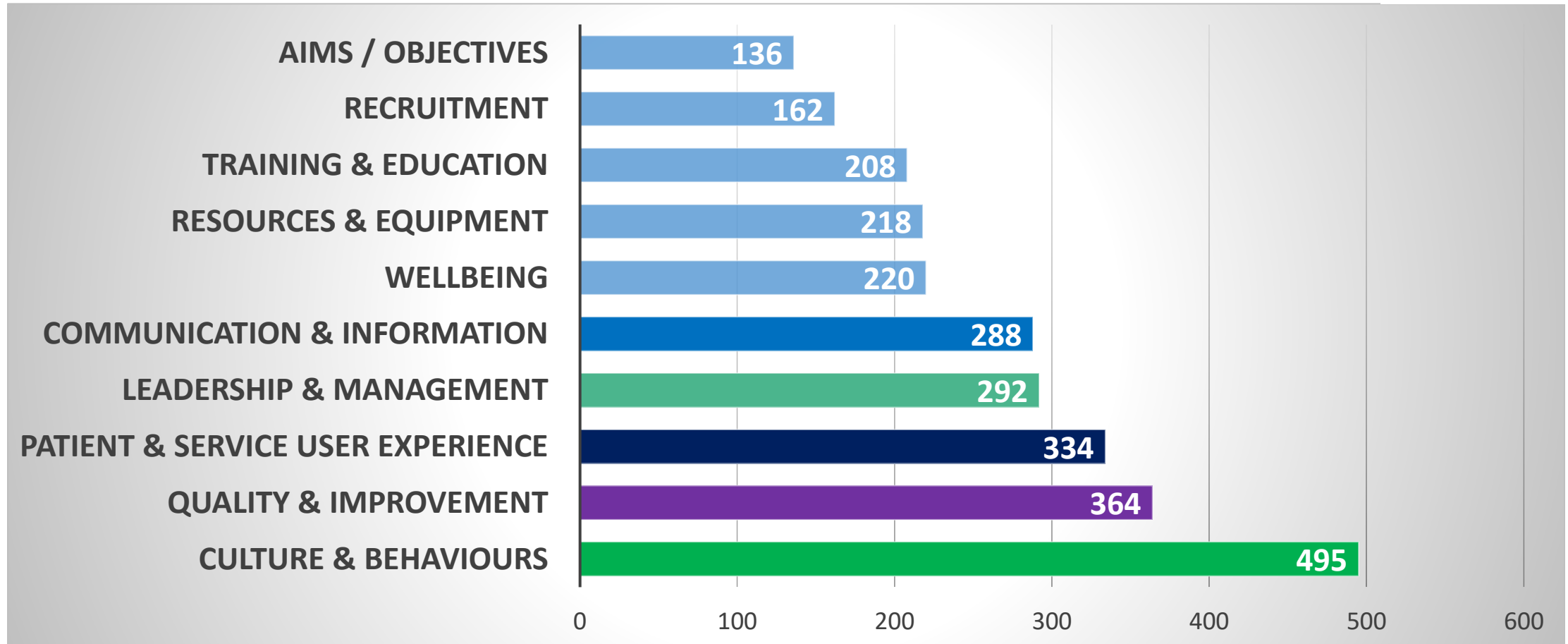
# **‘Our Big Conversation’ Delivering Cultural Change and Supporting Staff Resilience**

## **Our Big Conversation – The vision:**

A place where our patients/service users have a central voice in what we do and we aim to excel around clinical outcomes, patient experience, safety and access for them. At the same time, we must be a place where staff have a voice are engaged, listened to and supported to deliver this vision for patients in a culture with attitudes and behaviours centred on responsibility, accountability and delivery.

Staff experience, involvement and listening are key to building a resilient and supported workforce

# Improving Wellbeing through Focusing on *Our Big Conversation* Priorities



# **‘Our Big conversation’**

## **Turning feedback into actions to support staff resilience**

- To develop a joint commitment between management and staff representatives that describes the compact between the HB and staff and expected behaviours, based on our values – ‘The Swansea Bay Way’.
- Service modernisation - A single point of access for staff to Occupational Health and Wellbeing Services is being developed to promote integration, improve efficiencies and enable a sustainable service
- Future focus on prevention and early intervention to support staff wellbeing and resilience, including staff physical and mental health checks.
- Training and empowering managers to use the flexibility within the Managing Attendance at Work (MAAW) policy and support creative ways for staff to remain in work/return to work – eg locally made decisions based on the needs of staff, including temporary redeployment to alternative area
- Continue the roll-out of ‘tailored adjustments’ training and support for managers – commenced with Hotel Services managers – this learning will be rolled out across the organisation
- Focused Comms to increase awareness of range of support to manager and staff
- Consideration of enhanced Wellbeing Champion role to include pre-recorded G-TEP delivery for stress management
- Continued bespoke support for staff after adverse incidents

# Conclusion

- The Health Board's OH and Staff Wellbeing Services provide a range of support for mental and physical health that support and enable managers and staff to manage health at work and improve wellbeing and resilience - outcome evidence indicates the effectiveness of these services and 'Our Big Conversation' demonstrates the value of these services from staff feedback
- Evaluate the impact of the current initiatives to address areas of high sickness absence to learn the lessons and share best practice
- Further work is needed to support staff resilience and create opportunities which focus on prevention and early intervention
- Reducing sickness absence and promoting staff resilience is a priority. The Occupational Health and Staff Wellbeing Services working in conjunction with the Workforce Operations team, will continue to take steps to support the organisation through both a cultural change and by providing the practical means in which managers are equipped, supported and given confidence to effectively manage absence, presenteeism and promote resilience
- We will continue to provide progress update for assurance to Workforce and OD Committee

# Recommendations/Actions

- The board is asked to note and discuss the details of this report. The actions proposed are aimed to support a reduction in sickness absence reduction from 8% to 5.5%
- We will continue to maintain as well as modernise and develop a range of staff wellbeing interventions that support staff wellbeing and resilience, contributing to safe, high quality patient experience
- Building on the outcomes of 'Our Big Conversation' and working with our Trade Unions, we will continue to develop a culture where managers are empowered to respond in a flexible and timely manner to support staff to remain in work/return to work
- Based on the data from areas of high sickness absence, we will support and develop bespoke interventions that provide sustainable solutions.
- We will continue to promote the evidence that 'good work is good for health' and influence the development of 'good work' across the organisation