

NHS Shetland

Meeting:	Board
Meeting date:	25 June 2024
Title:	Health and Safety Strategy 2024 – 2027
Agenda Reference:	Board Paper 2024/25/22
Responsible Executive/Non-Executive:	Lorraine Hall, Director Human Resources and Support Services
Report Author:	Lawrence Green, Health & Safety Lead

1 Purpose

This is presented to the Board for:

Decision

This report relates to:

Local Policy

This aligns to the following NHS Scotland quality ambition(s):

Safe

2 Report summary

2.1 Situation

The following strategy has been newly created by the Health & Safety Lead and is submitted to the Board for Final Approval.

Health & Safety 3 Year Strategy 2024 - 2027

2.2 Background

The Health & Safety Lead (Lawrence Green) undertakes a programme of systematically reviewing safety related policies that fall under health and safety team ownership. Reviews are conducted in a timely fashion to eliminate or reduce existing policies/procedures exceeding their formal review dates. New Health & Safety policies or procedures are created to fill an identified gap in the Boards documentation and are formally approved by the Board under existing Governance arrangements.

2.3 Assessment

NHS Shetland has a number of policies/procedures that are safety related and allowing these documents to become outdated can potentially render them unsuitable as an organisational framework or out dated from a legal perspective. Failure to maintain policy documents has the potential to blur areas of responsibility where roles and/or job titles change over time and so the policy may no longer reflect who has responsibility for safety critical arrangements and oversight. HSE inspections could also be critical of any organisation that fails to properly maintain their policies and procedures and may result in Fee for Intervention charges being levied, depending upon the circumstances.

2.3.1 Quality/ Patient Care

Patient care may not be directly affected by out of date policies, but there may be knock on effects where safety related information is compromised due to out dated policy arrangements, which may cause confusion or ambiguity.

2.3.2 Workforce

Policies that have a direct bearing upon the corporate safety arrangements may adversely affect staff who may be relying upon out dated control measures or continuing to follow out dated regulations or guidance.

2.3.3 Financial

Any organisation that fails to properly maintain their policies and procedures may be subject to HSE Fee for Intervention charges should out dated policies be discovered, especially following a serious adverse incident.

2.3.4 Risk Assessment/Management

The updating of local safety related policies reduces the risks the NHS Shetland by ensuring that all staff are following up to date procedures and roles and responsibilities and clearly defined and allocated to the correct person/team within the organisation.

2.3.5 Equality and Diversity, including health inequalities

Safety related policies are fully inclusive for all groups within the workforce.

This fully inclusive nature supports the public Sector Equality Duty, Fairer Scotland Duty and the Board's Equalities Outcomes.

Full EQIA is not required because all safety related policies are fully inclusive in their approach and methodology. It does not require any identification or information regarding equality and diversity categorisation.

Health and safety related policies comply with the Health and Safety at Work etc. Act 1974. Therefore the impact for the update and introduction of safety related policies as detailed within this report has been assessed as positive in relation to equality and diversity.

2.3.6 Other impacts

None identified.

2.3.7 Communication, involvement, engagement and consultation

All updated policies are promulgated on the NHS Shetland website and Health & Safety Department Intranet page to enable all staff to access the information as and when

required. They are also subject to consultation and feedback via the Health, Safety & Wellbeing Committee, Area partnership Forum and the Staff Governance Committee.

2.3.8 Route to the Meeting

The Policies detailed below, have been previously considered by the following groups as part of its development. The groups have either supported the content, or their feedback has informed the development of the content presented in this report.

None

2.4 Recommendation

Decision

It is recommended that the Board approves the new Health & Safety Strategy for the period 2024 to 2027 presented within this report.

3 List of appendices

The following appendices are included with this report:

- Appendix 1, Equality & Diversity Impact Assessment

Health and Safety Strategy 2024-2027

Approval date:	25 June 2024
Version number:	0.2
Author:	Lawrence Green, Health and Safety Lead
Review date:	June 2027
Security classification:	GREEN

If you would like this document in an alternative language or format, please contact Corporate Services on 01595 743069.

Document reference number:

NHS Shetland Document Development Coversheet*

Name of document	NHS Shetland Health and Safety Strategy		
Document reference number		New or Review?	New
Author	Lawrence Green, Health and Safety Lead		
Information Asset Owner	Lawrence Green, Health and Safety Lead		
Executive lead	Lorraine Hall, Director of Human Resources and Support Services		
Review date	June 2027		
Security classification	Green		

Proposed groups to present document to:		
Health, Safety and Wellbeing Committee	Area Partnership Forum	Staff Governance Committee

Date	Version	Group	Reason	Outcome
15/11/2023	0.1	HS&WC	C/S	PRO
18/01/2024	0.1	APF	C/S	PRO
30/05/2024	0.1	SGC	C/S	PRO
25/06/2024	0.2	Board	F/A	

Examples of reasons for presenting to the group	Examples of outcomes following meeting
<ul style="list-style-type: none"> Professional input required re: content (PI) 	<ul style="list-style-type: none"> Significant changes to content required – refer to Executive Lead for guidance (SC)
<ul style="list-style-type: none"> Professional opinion on content (PO) 	<ul style="list-style-type: none"> To amend content & re-submit to group (AC&R)
<ul style="list-style-type: none"> General comments/suggestions (C/S) 	<ul style="list-style-type: none"> For minor revisions (e.g. format/layout) – no need to re-submit to group (MR)
<ul style="list-style-type: none"> For information only (FIO) 	<ul style="list-style-type: none"> Recommend proceeding to next stage (PRO)
<ul style="list-style-type: none"> For proofing/formatting (PF) 	<ul style="list-style-type: none"> For upload to Intranet (INT)
<ul style="list-style-type: none"> Final Approval (FA) 	<ul style="list-style-type: none"> Approved (A) or Not Approved, revisions required (NARR)

***To be attached to the document under development/review and presented to the relevant group**

Please record details of any changes made to the document in the table below

Date	Record of changes made to document
30/05/2024	Version 0.2 amends the date from 2023/26 to 2024/27 following SGC approval.

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1. Summary 2024-2027

The focus of this Health and Safety Strategy is to deliver a health and safety programme which supports NHS Shetland’s overall safety aim for staff to “Work in an environment that promotes physical and mental health, safety and wellbeing”. This will be achieved by the development of a positive safety culture to ensure our work colleagues and those who may be affected by what we do, go home safe and well every day.

Our Health and Safety Strategy is developed around the “Safe Working Environment” pillar identified in the 2023/24 Staff Governance Action Plan, which encompasses 3 primary drivers, which we believe are key to developing a positive health and safety culture:



For each of the primary drivers there are clearly defined work streams and actions, which we can progress and measure performance to transform the way NHS Shetland (NHSS) considers health, safety and wellbeing and their integral importance to the organisation and its wider core values.

We have identified areas within each primary driver which will allow NHS Shetland to build, year on year, to introduce new aspects of health and safety systems and culture development.

Appropriate Health and Safety actions plans will be developed to identify potential work streams to take the Safety Team on a continuing journey and introduce systems, procedures and behaviours to support safety culture change.

2. Our Health and Safety Strategy

There are three primary drivers under the Staff Governance Action Plan, “Safe Working Environment” pillar that will provide the focus for actions, projects and improvements to drive the direction towards an improving safety culture as part of the 3 year strategy. These are further sub divided into specific focus areas for the purpose of the Health and Safety 3-Year Strategy:

Well Informed	Appropriately Trained	Continuously Improving Safe Working Environment
<ul style="list-style-type: none"> • Safety related policies and procedures reviewed and in date compliance maintained • Continue to develop and improve the content of the Staff Health and Safety Quarterly Newsletter • Regular staff communication on safety topics via the Communications Team, staff bulletins. 	<ul style="list-style-type: none"> • Deliver training to provide staff with appropriate skills and techniques to mitigate violence or aggressive behaviour at the appropriate CPI Safety Intervention Level. • Create and deliver Staff Stress Awareness and Managers Stress Awareness training courses • Continue to deliver suitable Moving and Handling training courses for all relevant staff. • Create ‘Safety Management Matters’ training course for Managers and Supervisors and deliver to all staff with supervisory roles over the strategy period. 	<ul style="list-style-type: none"> • To ensure that NHS Shetland has embedded safety culture by ensuring that safety related policies are current, and that staff are not only aware of the policies that pertain to them but to understand their role within the policies • To ensure that NHS Shetland has suitable and sufficient Risk Assessments/Safe Systems of work via Annual Control Book audits • Annual Staff Stress Survey using Stress Management Standards • Strive for continual improvement of annual Health and Safety Management Systems Audit results.

Plan, Do, Check Act



As part of the measure of improvement at Organisational and senior manager level, we will assess against the HSE document [HSG65 - Managing for Health and Safety](#). This guidance explains the Plan, Do, Check, Act approach and shows how it can help achieve a balance between the systems and behavioural aspects of management. It also treats health and safety management as an integral part of good management generally, rather than as a stand-alone system.

Implementation and culture will be assessed by completion of safety inspections, targeted surveys, and audits, which will be subject to oversight and scrutiny by the Health, Safety and Wellbeing Committee.

3. Well Informed



Structured and targeted Health, Safety and Wellbeing Communication

A positive safety culture starts with the communications and actions of senior leaders of the organisation. Visible and active safety leadership from the very top of NHS Shetlands management structure, filtering down to all line managers clearly demonstrates to employees and others, the commitment to each other in providing a safe workplace supporting the development and leadership of a positive safety culture in all teams.

Effective communication is vital to ensuring that the correct messaging is reaching colleagues in a format that they engage with. We will develop and continually evaluate our communications to look at how we provide internal health and safety information in a clear and concise way to assist our staff in making safe choices.

The Staff Quarterly Health & Safety Newsletter will be continually developed over the 3-year strategy period with the aim of providing an informative, topical and accessible communications tool that staff are able to relate to. The newsletter will provide a range of articles that cover legislative changes, lessons learnt from adverse events, available training courses and 'hot topics' that provide staff with a broader understanding of Health & Safety issues within a healthcare environment. The scope and style of the newsletter will take into account any staff feedback to ensure it remains engaging.

Safety communications will also be supplemented by the Communications Team, Staff Bulletins for more generalist safety communication.

Safety related policies and procedures

The regular review and maintenance of up to date safety related policies and procedures is vital to ensure not only that staff have access to the most up to date safety information, but it also demonstrates our commitment to safety as an integral part of the organisation and contributes to the overall way we support staff in the delivery of our services.

Initially, staff will be guided to relevant policies and procedures as part of the Corporate and Departmental Induction process. Monitoring of Induction compliance rates will be monitored over this strategy period through the Health, Safety & Wellbeing Committee and other NHS Shetland Governance Committees, as appropriate.

Health & Safety Control Book Owners will also have a part to play in identifying relevant safety policies and procedures and ensuring staff understand what documents there are, where they can be found and in ensuring that staff understand their role within a given policy or procedure.

Safety related policies and procedures will be promulgated on the NHS Shetland Intranet under the Health & Safety Departmental page drop-down menu, which enables all staff to have access to the most up to date version of these documents.

Contractors have access to NHS Shetland health and safety related policies and procedures via the Maintenance Manager within Estates and Facilities who is responsible for the sharing of this information as part of any works project planning. A Permit to Work system is operated by the Estates Supervisor to facilitate the sharing of relevant safety information to contractors prior to works commencing.

4. Appropriately Trained



Effective safety management requires competence at every level. Competence, in this context, is the ability for every employee to recognise the most foreseeable risks, particularly serious risks and be able to take steps to control (reduce) them. It also allows employees to recognise when they are not competent to complete a task and to seek assistance from someone who is, in an open supportive and safe way.

Training

Identifying the correct targeted training for each job role is important in delivering effective, relevant information to achieve appropriate competence levels. We seek to achieve this by:

- Promote the development of training and training needs analysis for each job role within the H&S Control Book system.
- Providing training using a variety of teaching delivery methods to cater for all learning preferences.
- Supporting managers to identify staff safety related training needs through the Health & Safety Control Books.

Violence Prevention Training

Training in the prevention of violence and aggression in the workplace is delivered within NHS Shetland utilising the Crisis Prevention Institute (CPI) framework. The framework is based on 3 levels of Safety Intervention and the level of training is determined using departmental TNAs with consideration of the specific roles of the staff in each area.

The Health & Safety Team delivers all Safety Intervention levels of the CPI framework to staff and this training is a high priority within this 3-year strategy. As such, training figures are monitored within the NHS Shetland Governance structure on a regular basis.

The H&S Team will develop an in-house method of capturing compliance data for Violence Prevention within the CPI framework to provide a clearer picture of compliance rates for this training.

Stress Awareness Training

The Health & Safety Team have developed action plans for the management of stress that covers a 3 year period from April 2023 to March 2026, and the wider Staff Wellbeing agenda is driven through the Staff Wellbeing Group, chaired by the Staff Wellbeing Champion.

As part of these stress management actions plans, Staff Stress Awareness training will be delivered to all staff over the strategy period, using either face-to-face or 'Teams' delivery methods to accommodate staff preferences in training styles.

Moving and Handling Training

The Health & Safety Team will continue to deliver high quality training in Moving and Handling to all clinical staff who require this type of statutory course. The training is delivered on face-to-face basis as there is a large amount of practical skill training and assessment involved in the course.

The H&S Team will develop an in-house method of capturing compliance data for Moving & Handling training as far as possible to provide a clearer picture of compliance rates under the Moving & Handling Heading.

Health and Safety- Line Manager Competency

Safety should be an integral part of good management and health and safety competence needs to be continually 'refreshed', due to potential changes in procedures driven by lessons learnt, change in legislation or introduction of new medical devices, equipment or tools.

Where formal staff training in safety subject matter is required, then this will be evaluated by departmental Training Needs Analysis (TNAs) to determine the type and level of training required, which is underpinned by the Health & Safety Control Books and risk assessment.

To improve safety related competency and the wider safety culture within the organisation, the Health & Safety Team will create and deliver a 'Safety Management Matters' training course that is aimed at increasing manager and supervisor awareness and understanding of health and safety and their legal responsibilities for this. By the end of this strategy period, the aim is to have trained all managers/supervisors in this course.

5. Continuously Improving Safe Working Environment



Health and Safety Management Systems

Clear expectations around high standards of health, safety and wellbeing will be supported with fit for purpose health and safety management systems and documents. These will be regularly communicated, and supported by the Health & Safety Team, so that they can be implemented and maintained consistently across the organisation. The safety management systems aim to address all of the varying hazards and risks and provide uniform safe ways of working to be applied across common work areas. In order to ensure that these processes are effective, and risks mitigated there needs to be measurement against key performance indicators and audits of sites.

We seek to achieve this by:

- Review of Health and Safety Control Books and Health and Safety Team support to all Control Book Owners in developing clear, easy to understand procedures supported by clear guidance and standard forms.
- Annual Safety Management Systems audit programme and action planning to measure implementation across the organisation.
- Providing campaigns, guidance and support for colleagues.

Management of Stress

Positive mental health and wellbeing is an essential component in our ability to function. Like physical health, it's not static and will vary along a scale from day to day and through our life. Mental health is defined as a positive physical, social and mental state, in which every individual realises their potential, has a sense of purpose, can cope with the normal stresses of life, work productively and fruitfully, and is able to contribute to their community.

We will identify what presents a risk to mental health and wellbeing at work and ensure suitable arrangements are in place to:

- Use the HSE's 6 Stress Management Standards, NHS Shetland will target 2 standards per year over the 3-year period of this strategy to focus upon improvements, beginning with the 2 (Demands and Change) lowest performing standards.
- Complete an Annual Staff Stress Survey, take account of staff feedback and identify actions that can potentially improve the management of stressors in the organisation.
- Move the organisational stress management standard results into the 3rd quartile or above over the strategy period. Measure progress and effectiveness through Staff Stress Surveys, Action Plans and the wider organisational iMatter Staff surveys.

- Create a working environment which drives positive mental health and wellbeing outcomes.
- Ensure all are aware of the steps that can be taken to minimise the effects of personal negative situations to maintain good mental and physical health

6. Conclusion

This 3-year Health and Safety Strategy has been created to provide an overview of the main focus for delivery of the Health & Safety Team's work programme for 2023 to 2026. This supports NHS Shetland's pillar to provide a "safe working environment" and its 3 related drivers.

Over the course of the next 3-years, the work priorities of the Health and Safety Team will focus upon:

- The provision of information to staff to keep them well informed regarding safety news, training and safety related policies.
- The training of staff in the Prevention of Violence and Aggression, Stress Awareness, Moving & Handling and Managing Safety Matters courses.
- Audit and review of Health & Safety Control Books, Policies & Procedures, Safety Management Systems and conduct an Annual Staff Stress Survey, with targeted actions to deliver improved results over the next 3-years.

1. Rapid Impact Checklist

An Equality and Diversity Impact Assessment Tool:

Safety Related Policy / Procedure Updates

<p>Which groups of the population do you think will be affected by this proposal? Other groups:</p> <ul style="list-style-type: none"> • All Staff • All Contractors • All Visitors • There is no evidence to suggest that any of the E&D ‘protected characteristics’ defined groups under the Equality Act, 2010, will be adversely affected by these Policies. 	
<p>N.B The word proposal is used below as shorthand for any policy, procedure, strategy or proposal that might be assessed</p>	<p>What positive and negative impacts do you think there may be?</p>
	<p>Which groups will be affected by these impacts?</p>
<p>What impact will the proposal have on lifestyles? For example, will the changes affect:</p> <ul style="list-style-type: none"> • Potential health and safety improvements for any staff who are provided with clear information on safety related topics that can affect them. 	<p>All groups within the workforce are included in these safety related policies. The improvement and updating of policies to support health and safety arrangements within NHS Shetland has a positive impact on the workforce.</p>

<p>Will the proposal have any impact on the social environment?</p> <p>None identified.</p>	<p>All safety related policies are fully inclusive and do not adversely affect the social environment.</p>
<p>Will the proposal have any impact on the following?</p> <ul style="list-style-type: none"> • Discrimination? • Equality of opportunity? • Relations between groups? 	<p>All safety related policies are fully inclusive and do not discriminate between groups within the workforce.</p>
<p>Will the proposal have an impact on the physical environment? For example, will there be impacts on:</p> <ul style="list-style-type: none"> • Living conditions? • Working conditions? • Pollution or climate change? • Accidental injuries or public safety? • Transmission of infectious disease? 	<p>No physical changes identified as relevant.</p>
<p>Will the proposal affect access to and experience of services? For example,</p> <ul style="list-style-type: none"> • Health care • Transport • Social services • Housing services • Education 	<p>No affect identified.</p>

Rapid Impact Checklist: Summary Sheet

Positive Impacts (Note the groups affected)

All groups within the workforce can potentially benefit from updated safety related policies and procedures.

Negative Impacts (Note the groups affected)

None identified.

Additional Information and Evidence Required

None.

Recommendations

All safety related policies have no restrictions to implementation from an Equality and Diversity perspective.

From the outcome of the RIC, have negative impacts been identified for race or other equality groups? Has a full EQIA process been recommended? If not, why not?

Safety related policies fall under existing health and safety legislation and as such is fully inclusive for all group within the workforce. Full EQIA is not required.