

Organisational Wellbeing



Jenny Holloway

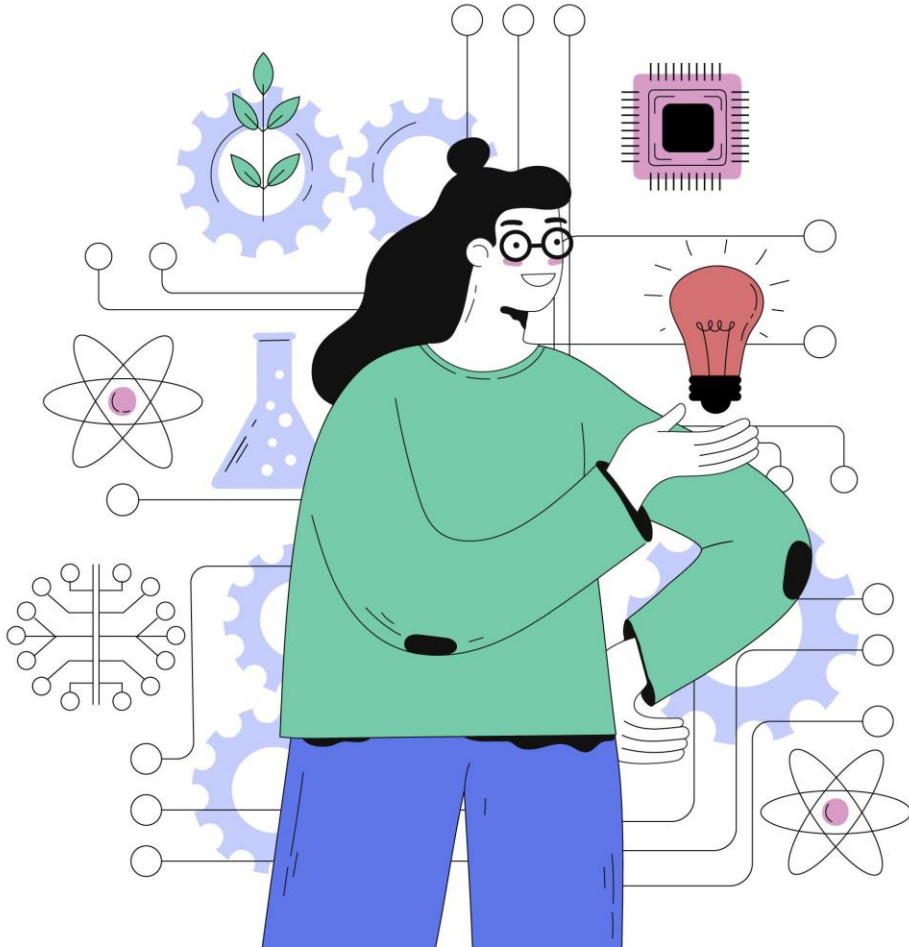
4th March 24

Aims

- Review the meaning and process of Organisational Wellbeing
- Explain the Risk Assessment Approach
- Demonstrate an understanding of the negative consequences of not having an effective Organisational Wellbeing strategy
- Review new methods of own survey data and their effectiveness



Objectives



- Give an appropriate definition of Organisation Wellbeing
- Review latest statistics for effectiveness of Organisational Wellbeing strategies
- Evaluate the current strategic plans for case study NHS SLaM Trust
- Assess the prime data achieved from own study market research
- Review the HOPE-FX model and Quality Priorities identified

What is Organisational Well being

This means creating an environment that actively promotes a state of contentment, benefiting both employees and the organisation. Investing in employee wellbeing can lead to increased resilience, better employee engagement, reduced sickness absence and higher performance and productivity.

CIPD



2001 Health and Safety Commission devised a four point strategy for stress at work

- Work with partners to develop clear, agreed standards of good management practice for a range of work related stressors. Standards cover issues connected to demands, control, support, role, relationships and change.
- To better equip enforcement officers to handle the issue in their routine work
- Facilitate a comprehensive approach to managing work related stress
- Publicly drive to help educate employers

For the purposes of this presentation I will be focusing on SLaM - South London and Maudsley mental health plan and their 5 year strategic plan entitled Aiming High : Changing lives

Latest statistics on generic Organisational Wellbeing

Summary of key findings

Two-thirds (67%) of organisations include COVID-19 among their top three causes of short-term absence (up from 39% last year) and just over a quarter (26%) report long COVID among their top causes of long-term absence.

Almost one in ten (8%) organisations lost more than 25% of working time to COVID-19-related absence in the previous 12 months.

Most organisations are taking additional measures to support employee health and wellbeing in response to COVID-19, most commonly through providing more tailored support to address individuals' needs and concerns (81%), an increased focus on employees' mental health (81%), and new or better support for people working from home (72%).

A third of organisations (33%) have increased their budget for wellbeing benefits as a consequence of the pandemic.

Nearly half (46%) of organisations have employees who have experienced long COVID (symptoms lasting 12 weeks or more) in the last 12 months. The majority are taking steps to support them, most commonly through occupational health assessments, tailoring support to individual needs and promoting flexible working.

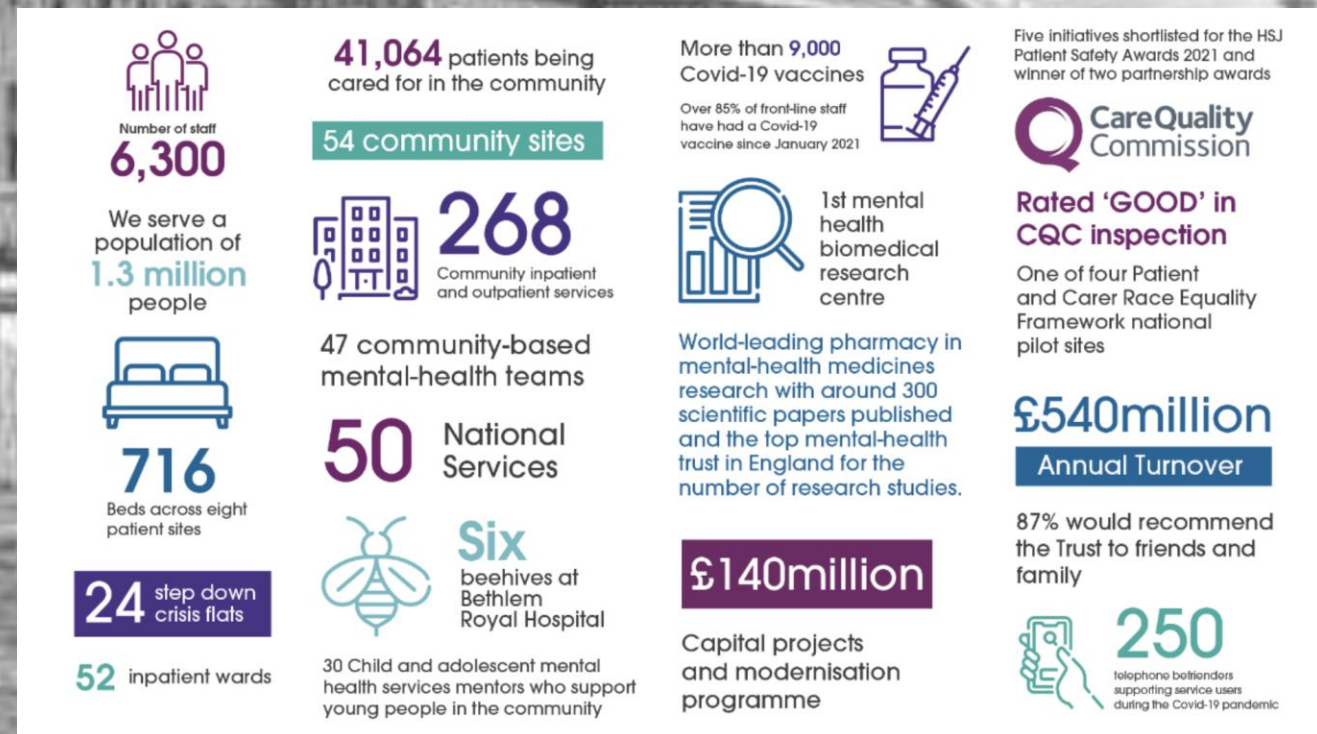
Fewer (26%) provide guidance/training for line managers on how to support people to stay at work when managing health conditions.

https://www.cipd.org/globalassets/media/comms/news/ahealth-wellbeing-work-report-2022_tcm18-108440.pdf

SLaM NHS Trust

South London and Maudsley Trust is the largest and most complex trust in the UK today covering support for a wide range of specialist mental health services

- Treat over 40,000 patients in the community in Lambeth, Southwark, Lewisham and Croydon
- Have over 5,000 inpatients at any one time.
- Over 7,000 members of staff
- Services a geographical area of 1.3m population
- 54 community sites
- 47 inpatient wards



Organisational Wellbeing Process

Review of Legislation:

- The Health and Safety at Work Act 1974
- Management of Health and Safety at Work Regulations 1999
- Equality Act 2010
- The HSE Management Standards - November 2004

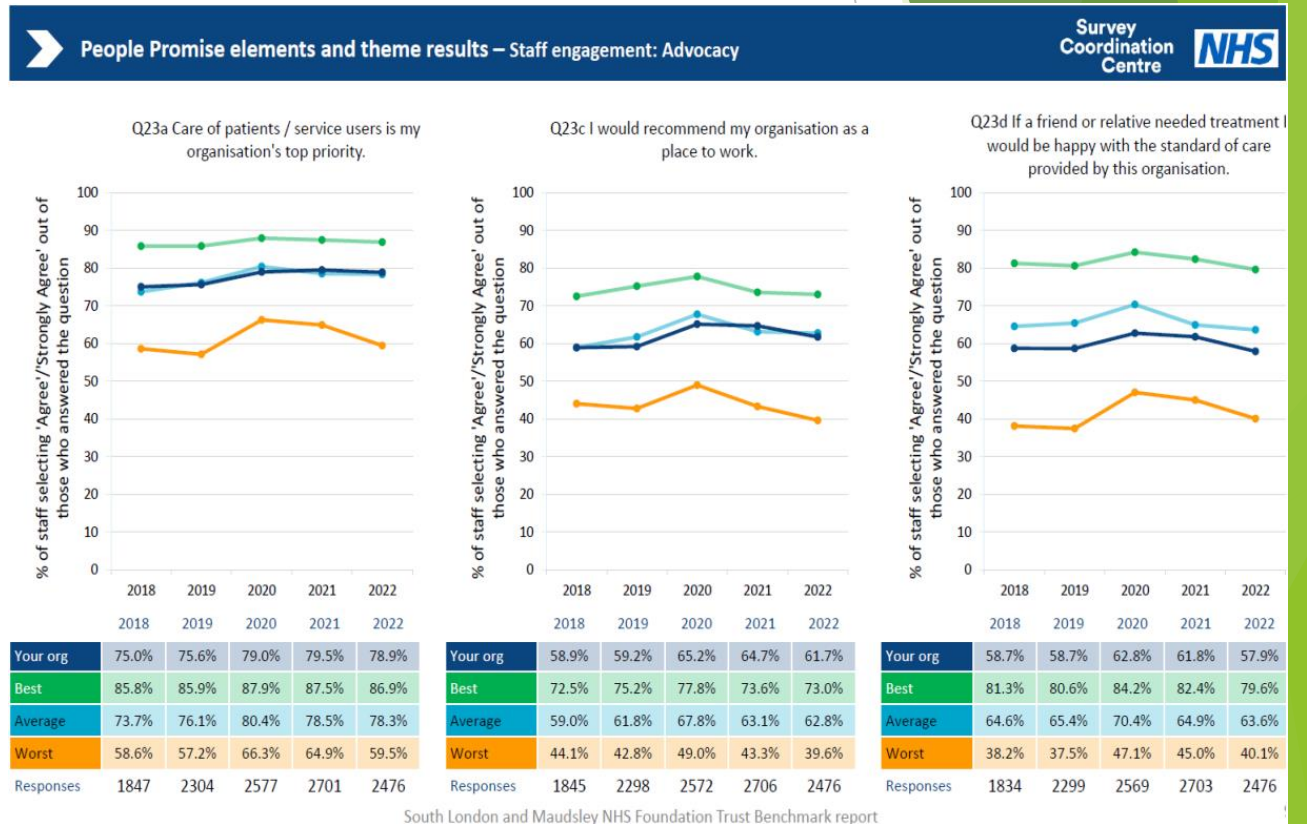
The Risk Assessment Approach

1. Identify hazards
2. Decide who might be harmed and how
3. Evaluate risk
4. Record findings
5. Review



1. Identify hazards

- Employee commitment to work
- Staff performance and productivity
- Staff turnover and intention to leave
- Attendance levels
- Staff recruitment and retention
- Customer satisfaction
- Organisational image and reputation
- Potential litigation



The slight dips in this area are in line with the comparator group, but this is a real area of focus for us. These questions go to the core of what we are about.

1. Identify hazards

Findings:

- Only 45% of staff replied back to an internal survey
- On people promise element survey staff commented that Trust was below average on:
 1. Compassion & Inclusion
 2. Recognised & rewarded
 3. Voice that counts
 4. Work flexibly
 5. We are a team
 6. Morale
- Staff turnover is 14% against an average of 11%
- 2 areas could not be reported on; restraint, Inequality for black service users

Quality Report <https://slam.nhs.uk/download.cfm?doc=docm93jijm4n2448.pdf&ver=3559>

South London and Maudsley NHS Foundation Trust

Organisation details

Completed questionnaires **2493**

2022 response rate **45%**

2. Decide who might be harmed and how

- Acknowledge that stress has the potential to affect any member of staff
- Recognise that the risk factors can affect people in different ways
- Accept that managers and employees need to communicate with openness, honesty and trust

Number of deaths for which a case record review or an investigation was carried out was:

Number of deaths where case record review or investigation was carried out	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2023/23
	49	46	59	48
Number of deaths reported in 2021/22 where case record review or investigations were carried out	Total			
	CRR 201			
	SIRI 49			



2. Decide who might be harmed and how

Findings:

Bottom 5 performing questions compared to the national average	SLaM	National Average
Did decisions on what care you will receive take into account your needs in other areas of your life?	6.4	7.1
Overall, in the last 12 months, did you feel that you were treated with respect and dignity by NHS MH services	7.7	8.4
How well does this person organise the care and services you need?	7.8	8.4
Thinking about the last time you contacted this person, did you get the help you needed?	7.5	8.2
Have NHS MH services involved a member of your family or someone else close to you as much as you would like?	6.3	6.5

Fig 32 : 2022 Community mental health patient experience survey – bottom five performing questions

During 2022/23, 606 service users died, compared to 561 deaths in 2021/2022 and 564 IN 2020/2021.

This resulted in the video of Duty of Candour

<https://biteable.com/watch/3123891/be3a761f8e45dbe34346f367dc73b76b>

3. Evaluate risk

- Use existing data
- Use your own survey
- Use HSER survey
- Use discussion groups

Use a combination of methods

	Safe	Effective	Caring	Responsive	Well-led	Overall
Acute wards for adults of working age and psychiatric intensive care units	Requires Improvement ↔ Aug 2021	Good ↑ Aug 2021	Good ↔ Aug 2021	Good ↑ Aug 2021	Good ↔ Aug 2021	Good ↑ Aug 2021
Wards for older people with mental health problems	Requires improvement Jun 2017	Good Jun 2017	Good Jun 2017	Good Jun 2017	Good Jun 2017	Good Jun 2017
Community-based mental health services for older people	Good Oct 2018	Good Oct 2018	Good Oct 2018	Good Oct 2018	Outstanding Oct 2018	Good Oct 2018
Forensic inpatient or secure wards	Good Oct 2018	Good Oct 2018	Good Oct 2018	Good Oct 2018	Good Oct 2018	Good Oct 2018
Long stay or rehabilitation mental health wards for working age adults	Good Jul 2019	Requires improvement Jul 2019	Good Jul 2019	Good Jul 2019	Requires improvement Jul 2019	Requires improvement Jul 2019
Wards for people with a learning disability or autism	Good Jan 2016	Outstanding Jan 2016	Outstanding Jan 2016	Good Jan 2016	Outstanding Jan 2016	Outstanding Jan 2016
Child and adolescent mental health wards	Good Jan 2016	Good Jan 2016	Good Jan 2016	Good Jan 2016	Good Jan 2016	Good Jan 2016
Mental health crisis services and health-based places of safety	Good Oct 2018	Good Oct 2018	Good Oct 2018	Good Oct 2018	Good Oct 2018	Good Oct 2018
Community-based mental health services of adults of working age	Requires Improvement ↔ Aug 2021	Good ↔ Aug 2021	Good ↔ Aug 2021	Requires Improvement ↔ Aug 2021	Good ↔ Aug 2021	Requires Improvement ↔ Aug 2021
Specialist community mental health services for children and young people	Good Jan 2016	Good Jan 2016	Good Dec 2020	Requires improvement Dec 2020	Good Dec 2020	Good Dec 2020
Community mental health services for people with a learning disability or autism	Good Jan 2016	Outstanding Jan 2016	Outstanding Jan 2016	Good Jan 2016	Outstanding Jan 2016	Outstanding Jan 2016
Services for people with acquired brain injury	Good Oct 2018	Good Oct 2018	Good Oct 2018	Good Oct 2018	Good Oct 2018	Good Oct 2018
Perinatal services	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019
Overall	Requires Improvement	Good	Good	Good	Good	Good

The table highlights the ratings by pathway.

Whilst the inspections have highlighted some good practice and acknowledged the hard work by staff during both the pandemic and recent clinical records outage, there are areas of concerns identified and improvement plans are in place.

The key areas raised by the Trust for improvements were:

- Variation rehab- recovery focussed
- Estates MHOA
- Intermittent observations and Physical health- Nelson ward

- Further details of the inspection and fuller findings can be found at CQC link below:

<https://www.cqc.org.uk/provider/RV5/reports>

Use your own survey

Ranking

4



Staff need to have the right skills: kind, compassionate, building strong relationships and understanding needs.

9



We must focus on the basics to support our staff and give them the time they need to deliver the care that they would like to

5



We need to improve staff recruitment and retention across the Partnership.

Use your own survey

Ranking

6



We must support the health and wellbeing of the people in a holistic way.

1



People using our services and their carers must be more involved in developing our services.

10



We need to do all we can to help close the gap in health inequalities in the communities we serve.

Use your own survey

Ranking

8



We need to improve staff recruitment and retention across the Partnership.

7



We want more opportunities for staff to progress in their careers.

11



We should be sharing more information including data and best practice, across the Partnership.

2



We want to see more research and innovation and give greater opportunities for our staff to get involved.

3



Our Partnership should tailor its approach to reflect the unique nature of each other.

Use your own survey-Findings

Ranking

1



People using our services and their carers must be more involved in developing our services.

2



Our Partnership should tailor its approach to reflect the unique nature of each other.

3



We want to see more research and innovation and give greater opportunities for our staff to get involved.

4



Staff need to have the right skills: kind, compassionate, building strong relationships and understanding needs.

5



We need to improve staff recruitment and retention across the Partnership.

6



We must support the health and wellbeing of the people in a holistic way.

7



We want more opportunities for staff to progress in their careers.

8



We need to improve staff recruitment and retention across the Partnership.

9



We must focus on the basics to support our staff and give them the time they need to deliver the care that they would like to

10



We need to do all we can to help close the gap in health inequalities in the communities we serve.

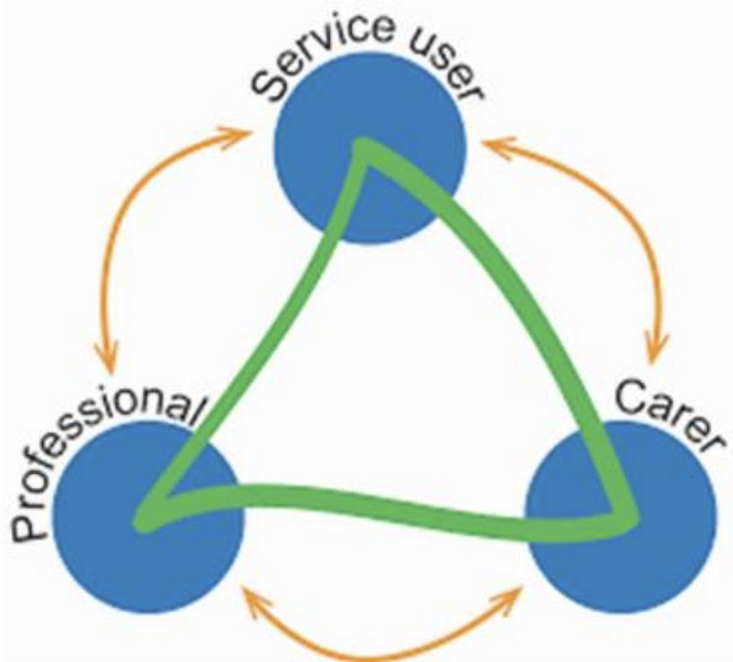
11



We should be sharing more information including data and best practice, across the Partnership.

4. Record findings – what was missed?

- The Patient's voice
- The Carer's voice
- The Families Voice



Prevention not Cure

There was strong feedback against over medication

Prevention is better than cure!

Early Intervention Services for First Episode of Psychosis in South London and the Maudsley (SLaM): 20 Years of Care and Research for Young People

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9923317/>

People often experience significant difficulties in receiving mental healthcare due to insufficient resources, stigma and lack of access to care.

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9923317/>

Is there a new way forward?

Fashion-Enter Ltd has created a mental health wellbeing program for young adults entitled Hope FX



What is HOPE-FX

This is a six month program working with young adults that are currently patients in the North London Mental Health Partnership Trust (Enfield, Haringey, Islington, Wood Green, Camden)



What is HOPE-FX



Break out Groups

Group 1

Group 2

Please discuss the video and review a minimum of three the positives and negatives of such a program

Time allocated 5 minutes

Groups to summarise their findings. Was HOPE-FX successful?

What is HOPE-FX

This is the launch of the T shirt range at FEL's retail shop at 113-115 Fonthill Road Islington



Informal feedback from the Group

Summary of HOPE-FX program

The program was deemed a success and is currently being reviewed for an award for new ways of reviewing care and support for young adults with mental health issues

The core feedback was positive on the following areas

- Purpose
- Dignity
- Self worth
- Respect
- New skills
- Confidence
- New communication skills
- Organisation skills
- Netowrking skills
- Team building skills
- Knowledge behaviours and skills to be job ready



5. Review

Current five year Strategic Plan Aiming High; Changing Lives

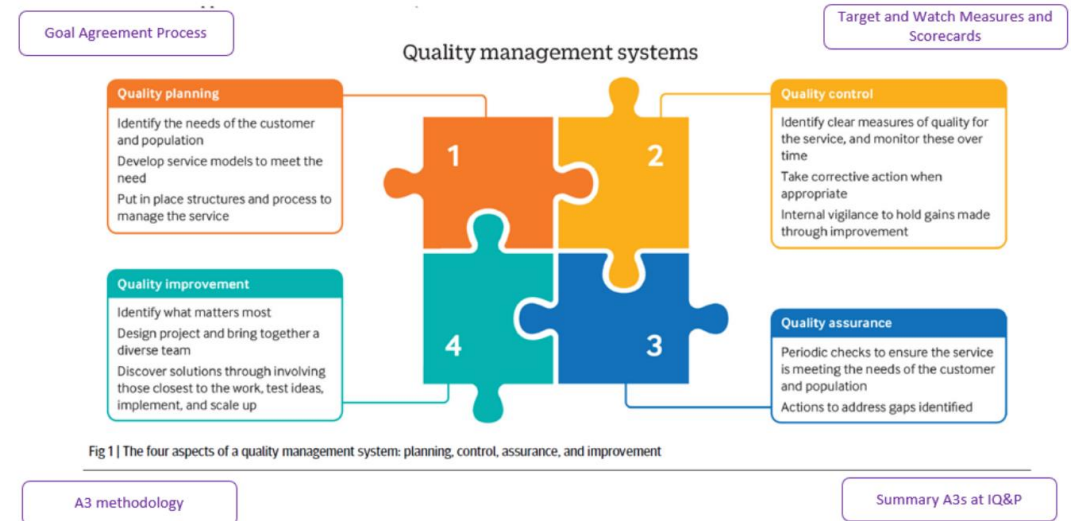
- Involved listening and reports from Action Strategy Groups
Under took Market research with Partners
- Interviewed staff, patients and carers

Findings

Resulted in five pillars

- Transparency
- Responsive
- Decent
- Equitable Organisation
- Leading the fight against racialism

Our care Improvement System



Ref: How to move beyond quality improvement projects
Amar Shah chief quality officer, East London NHS Foundation Trust; national improvement lead for the Mental Health Safety Improvement Programme, NHS Improvement and RCPsych; quality improvement lead and chair of CI faculty, Royal College of Psychiatrists

Summary of Lesson

Aims

- Review the meaning and process of Organisational Wellbeing
- Explain the Risk Assessment Approach
- Demonstrate an understanding of the negative consequences of not having an effective Organisational Wellbeing strategy.
- Review new methods of own survey data and their effectiveness

Objectives

- Give an appropriate definition of Organisation Wellbeing
- Review latest statistics for effectiveness of Organisational Wellbeing strategies
- Evaluate the current strategic plans for case study NHS SLaM Trust
- Assess the prime data achieved from own study market research
- Review the HOPE-FX model and Quality Priorities identified

Thank you for your time

Fashion-Enter Ltd
Units 4, 14 Crusader
Industrial Estate,
167 Hermitage Road,
Haringey,
London,

Fashion-Enter Wales
The Royal Welsh Warehouse,
17 Old Kerry Road,
Newtown,
Powys,
SY16 1BJ

FCFTA (Leicester)
Top Floor,
Black and Yellow Building,
30 Stonebridge Street,
Leicester,
LE5 3PA

Jenny Holloway



/fashioncapital



/fashioncapitaluk



/fashioncapital

Email: Jenny@fashion-enter.com