

Out Of Hours Wellbeing Breakout

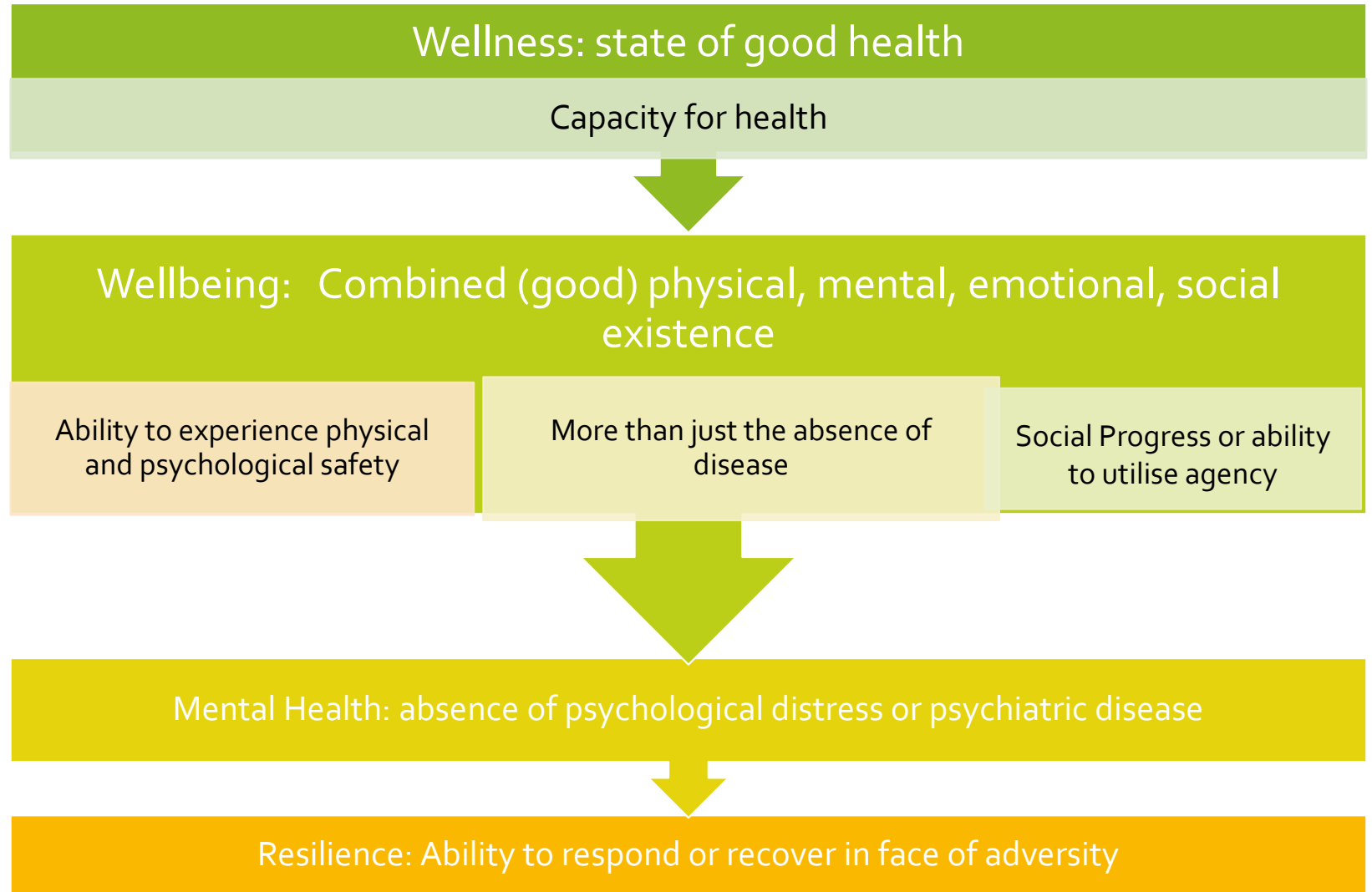
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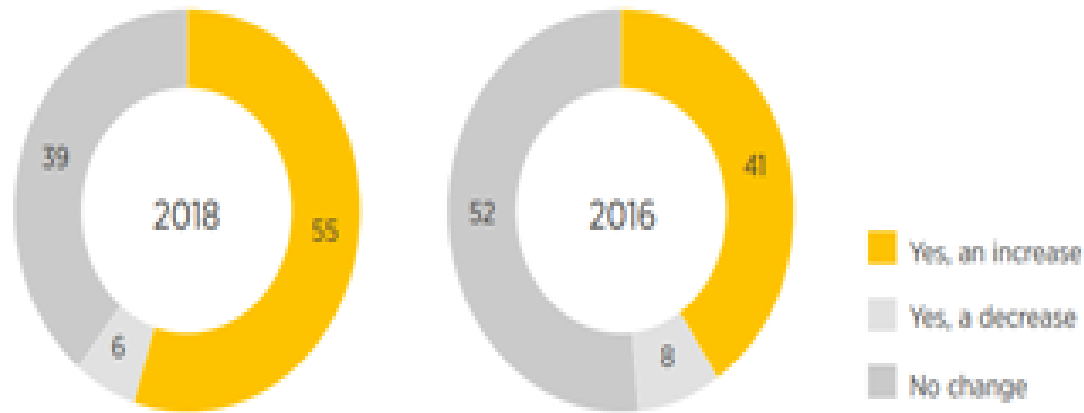
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Definitions



Changes in incidence of reported mental health conditions employees in last 12 months



Base: 534 (2018); 648 (2016)^a

CIPD
What does
good work
look like?

UK Working Lives survey – April 2018 7 dimensions of job quality



Money



Terms of
Employment



Job
Design



Social
Support &
cohesion



Health and
wellbeing



Work- life
balance



Voice and
representation

Scotland compared with UK 2019

UK Working Lives survey – April 2018 7 dimensions of job quality



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Voice and
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Scotland's 2019 CIPD report on 7 dimension

- performance in work-life balance and flexible working is below par compared with other UK nations
- second highest proportion of employees reporting no autonomy over the tasks they do in their jobs
- workers in Scotland are least likely to feel supported if they made a mistake, and has marginally the highest reported levels of bullying and harassment at work
- Managers in Scotland are less likely to allow employees or their representatives to influence final decisions and less likely to seek employees views generally
- Workers are most likely to view work's impact on their mental health as negative



Base: 611



The main causes of stress at work

WORKLOAD

Relational Care

physical, cognitive, emotional

RCGP Wellbeing Survey Results:

- 37% Felt so overwhelmed at least once a week that cannot cope
- 35% Stress impacting on ability to make decisions
- 86% Stressed about risk and uncertainty in 10 minute appt

Burnout

“vital
exhaustion”

response to
chronic
organizational
stress

- Emotional exhaustion
- Depersonalisation
- Reduced personal accomplishment





Health & Wellbeing of NHS Staff - Wellbeing and Engagement

The Boorman Report

- Understand the rapid changes and complexity of medicine
- Price to be paid for a 24/7 response and medicines at any cost
- Retribution and inevitability of mistakes (zero harm)
- Evidence of what drives improvement in patient safety
- Value of investing in improving wellbeing of staff

Impact of Complaints Referrals

- 72.5% felt angry
- 65.1% felt depressed
- 38.4% reduced levels of enjoyment in practising medicine
- 36.4% feelings of guilt and shame



one of those days

Burnout and ill health

- 80% respondents were high/very high risk of burnout
- 40% current symptoms of mental illness
- 90% cited healthcare environment as contributing to MH
- Concerns for their own health as reason to leave the profession
 - 1 in 4 have reduced their hours due to stress
 - 1 in 4 are considering reducing hours or leaving medicine

Sickness Absence effects

- All health professionals (except drs) = 5.5%
- Doctors sickness absence = 1.7%
 - Presenteeism costs 1.5 times as much as absenteeism
 - Disengagement is correlated with errors and poorer patient outcomes
- 25% of all absences were cause is recorded are due to mental illness

Does
Wellbeing
Matter?

The Moral Era

- IHI Triple (Quadruple) Aim for Health Care Delivery

Improving patient experience

Improving population
outcomes

Reducing costs

*“Improving healthcare staff
experience of healthcare
delivery”*

Does Wellbeing Matter?



- Workforce/workload:
 - -7% consultant posts are unfilled
 - 24% GP practices report vacancies
 - 37.7% FY2 recruited directing into training
- Patient safety
 - Presenteeism costs 1.5 times as much as absenteeism
 - Depressed dr 6x more likely to make an error
- Patient experience
 - Professional disengagement is correlated with errors and poorer patient outcomes
- **Costs to NHS** –Absenteeism : 25% staff absences are attributed to mental ill-health to a cost of £1.3 billion (across the UK)
 - >81,000 doctor days mental illness related dr absence (year 2017-18) ISD
- Professional behaviour – culture, learn not blame, regulator referrals
- Personal costs – partnership model, relationships, mental and physical health, suicide

Whose business is it?

- Legal duty of care by employers to employee (NHS, Regulator)
- Health and Safety management standards
- Health and Safety Risk Assessment (HSE 2018b)

PPE for: Emotional Masonry

‘When a young person is to be found running down the street smashing windows, he is looking for his mother.’

D. Winnicott (1949)



Emotional Exhaustion

Linked to:

- excessive workload
- constraining organisational culture
- incivility, conflict and violence
- negative work attitudes
- work life conflict
- poor mental health

Improved by:

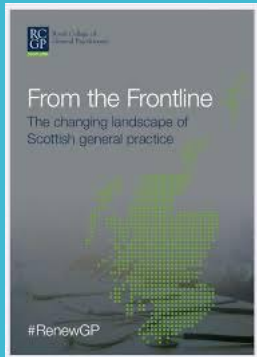
- autonomy
- positive work environment
- quality and safety culture

*"It is vital to build a **culture** that recognises and truly understands how the job can impact on the wellbeing of doctors and promotes mental health and self-care.*

This should start from the first year of medical school, with the Deaneries, Trusts and Royal Colleges being responsible for developing and communicating evidence-informed initiatives and sharing best practice".

From the Society of Occupational medicine report
What could make a difference to the mental health of UK doctors? A review of the research evidence

RCGP efforts



Build the GP workforce



Longer consultation times



Change in focus of appraisal



Improving the 1^o-2^o interface



National Conversation about today's NHS



Formalise support structures including a sick doctors service (SPHP)

Sturrock Report

Chapt. 30

- “...one priority will be to support the mental wellbeing of all employees...From a purely economic perspective, there are clear benefits to supporting positive mental wellbeing...”
 - Jacinda Ardern, PM New Zealand
- “We need to care for the carers as we do for the patients.”
- “Once the staff feel safe and are treated well, you will have a workforce... motivated and productive”

Raising job quality

CIPD

Create paths to career progression

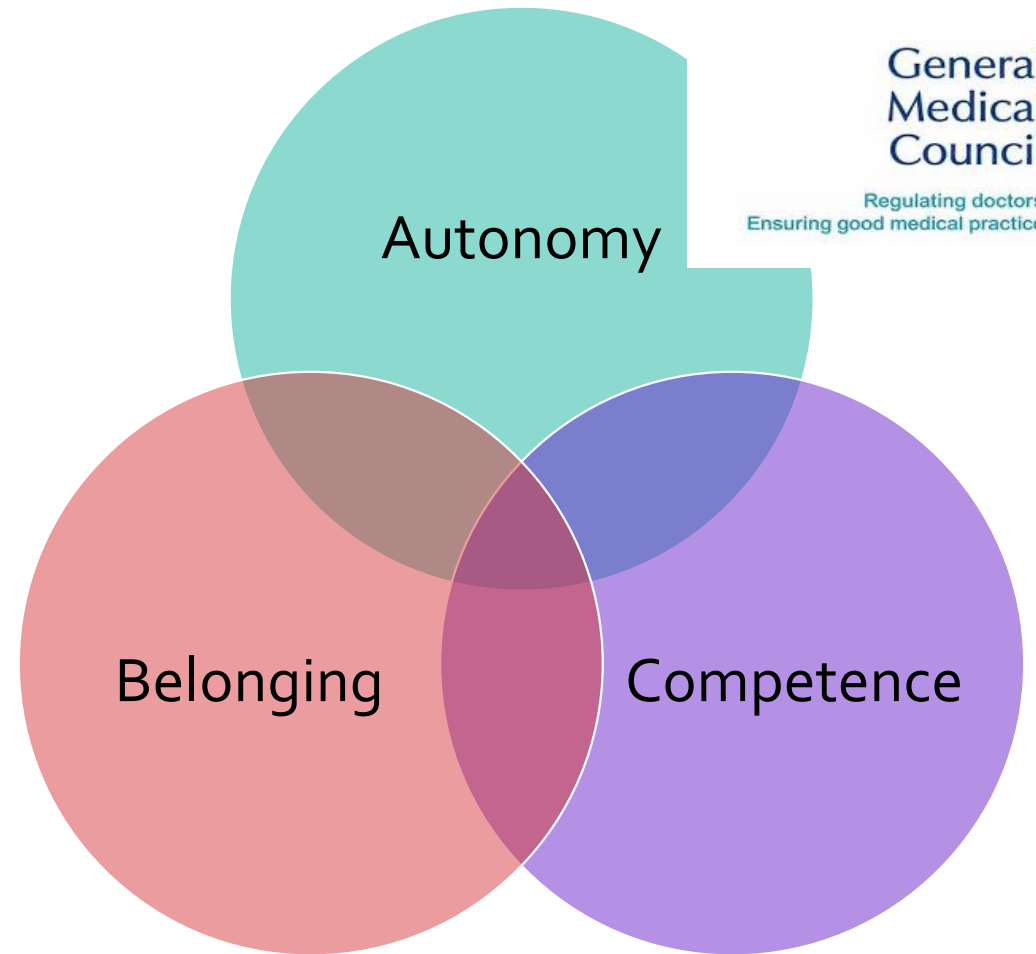
More flexible working

Improved line management and HR capacity

Review job design and organisational culture to reduce excessive workload and stress

Champion mental health and overall wellbeing

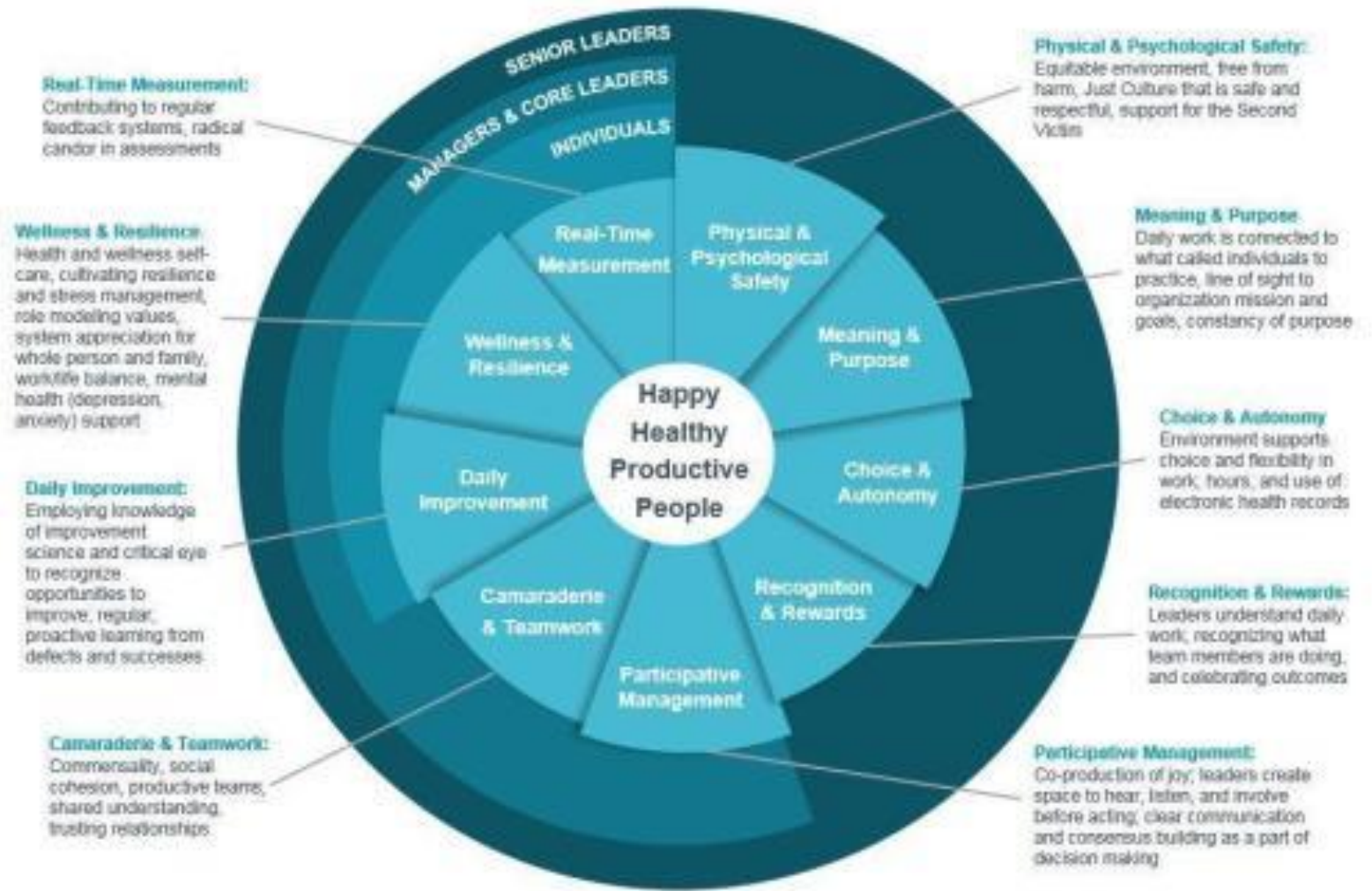
Create a mental health and wellbeing, quality of work strategy



General
Medical
Council
Regulating doctors
Ensuring good medical practice

Mental Health and Wellbeing Report, M. West expected

Joy in Work



Wellness Activation Plan



What should a WAP cover?

approaches the individual can adopt to support their mental wellbeing early warning signs of poor mental health to look out for

any workplace triggers for poor mental health or stress potential impact of poor mental health on performance, if any what support they need from you as their manager actions and positive steps you will both take if they are experiencing stress or poor mental health

an agreed time to review the WAP and any support measures which are in place anything else that they feel would be useful in supporting their mental health

Thriving at work

The Stevenson / Farmer review
of mental health and employers



October 2012

Thank you for listening



Your Ideas....

>wellbeing event

>what helps

>what hinders

