

Council of Governors Meeting Covid 19 - Staff Health & Wellbeing Impact & Opportunities

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Executive Chief Nurse**

Thursday 25th February 2021

Wave three and winter pressures

Between December 2020 February 2021:

- **3805** hospital admissions for people with Covid-19
- **605** ITU admissions many more patients on 'the watch list'
- over the 12 months at 4th February 2021 we reached 12,000 covid positive admissions, more than any other hospital trust in the UK
- **165** patients, the peak number in ITU **21/01/21**, with an additional 30 non Covid-19
- 80 patients transferred to other units across the UK
- **XX** additional beds opened for patients

Staffing Challenges

Staff – Covid positive

Covid positive tests impacting staff availability:

In pre-wave stage this totalled 7 positives per month

This rose sharply to 98 in September when schools returned, through to 359 positives in November and 306 in December.

Absence

Covid-related absences increased from 180 staff to 637 staff in the period from September 2020 to December 2020

Non-Covid absences increased from 614 staff to 814 staff in the same period

Overall, there was a 183% increase in the total number of staff absent from September 2020 to December 2020

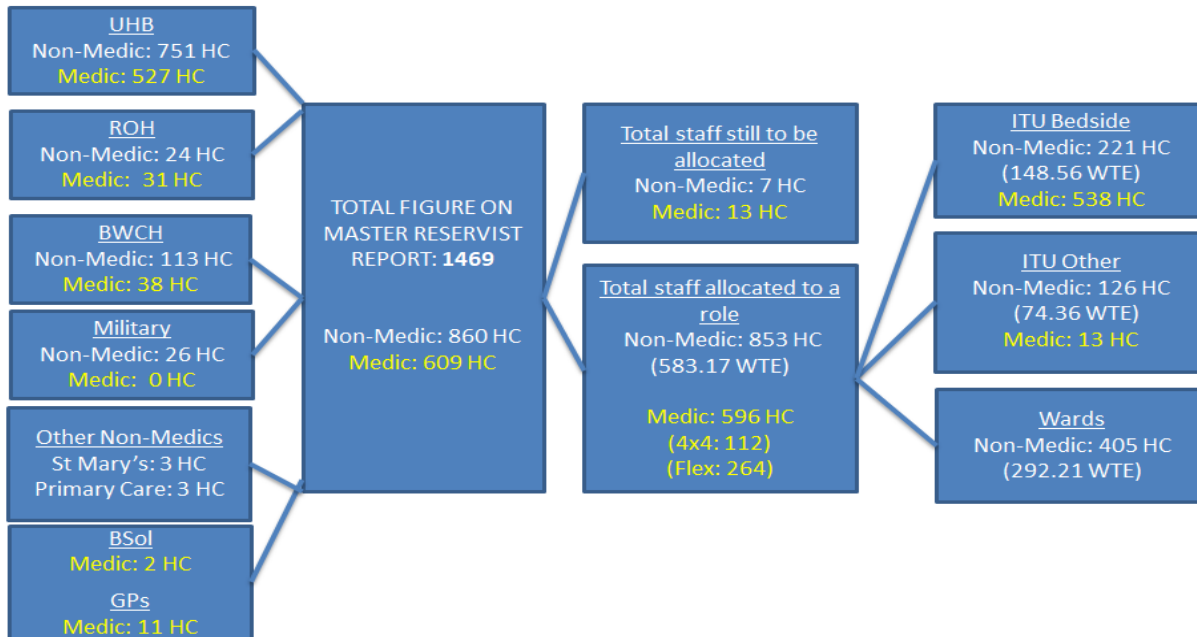
- Nursing and Midwifery saw a 171% increase
- Medical and Dental saw a 202% increase

Shielding

Shielding was reintroduced nationally in November 2020 – this peaked at 163 staff shielding in the third wave (and unable to work from home).

Coordination Centre Redeployment

4pm UPDATE – 04/02/2021



Immediate and ongoing health & wellbeing response

- Continued to have health & wellbeing hubs open on each site
- Established 'Health & wellbeing to you' tailored in reach into wards and departments
- ITU psychological support drop in and specific hub with first aid trained staff
- BSoL mental health hub opened with open access for staff to assessment and treatment
- Commissioned 2000 training places for psychological first aid – Approximately 20 UHB staff trained at the first session
- Increased uptake of counselling through the Occupational Health team
- £2.9 million investment from NHSE

Immediate and ongoing health & wellbeing response

Psychologically Savvy Leaders training commissioned – delivery through Trust masterclasses

Michael West (Kings Fund) webinar held on Compassionate and collective leadership in January

‘Step back and breathe’ calls for staff before they return to other duties, existing or new – Short Warwick Edinburgh Mental Wellbeing Score used

Tailored psychological surveys across ITU and students/new starters, listening events and peer reflection groups

Additional faith and spiritual leaders on wards supporting end of life

Ongoing issues and risks

General fatigue, tiredness and some low mood, disconnection

A strong desire to go back to life before Covid 19 and not accept new future realities

Stress, anxiety, 'moral injury', denial of personal impact

A loss of and need to regain 'psychological safety'

Chronic workload and workforce pressure prior to the pandemic

Ongoing issues and risks

Challenging regulatory relationships

Variable impact and desire for collaboration and change amongst NHS leaders/organisations

Variation in vaccination uptake and the risk of ongoing Covid related acute illness

Interrupted professional learning and the reality for 'Covid health graduates'

Recommendations

Rest – facilitating leave and ensuring that staff have an opportunity to rest as they require individually as we restore activity

Recovery – reconnecting staff with team, colleagues and manager, reflecting on experiences, restoration of confidence in role or development in new role

Reward/recognition – attend to and appreciate what staff have done, lost and gained, nothing ‘trite’ or ‘childish’ suggestions: Art installations, ‘Covid medal’ -as inclusive as possible Building Healthier Lives Awards on each site this summer

Renewal of the focus on improving culture, continuing flexibility, visible leaders who ‘listen with fascination’, investment in education and development, meeting the intrinsic needs of staff

Review the Trust values, considering the incorporation of ‘care’ or ‘compassion’

Compassionate and Collective leadership Model

The model presented in the 'Courage of Compassion' – Kings Fund – Autonomy, Belonging, Contribution

Autonomy

The need to have control over one's work life, and to be able to act consistently with one's values

- **Authority, empowerment and influence**
Influence over decisions about how care is structured and delivered, ways of working and organisational culture
- **Justice and fairness**
Equity, psychological safety, positive diversity and universal inclusion
- **Work conditions and working schedules**
Resources, time and a sense of the right and necessity to properly rest, and to work safely, flexibly and effectively

Divisional delegation

Fairness Taskforce

Recruitment and retention
Staff health & wellbeing

Belonging

The need to be connected to, cared for by, and caring of colleagues, and to feel valued, respected and supported

- **Teamworking**
Effectively functioning teams with role clarity and shared objectives, one of which is team member wellbeing
- **Culture and leadership**
Nurturing cultures and compassionate leadership enabling high-quality, continually improving and compassionate care and staff support

Leadership development

Workforce planning to meet
Recovery plans

Contribution

The need to experience effectiveness in work and deliver valued outcomes

- **Workload**
Work demand levels that enable the sustainable leadership and delivery of safe, compassionate care
- **Management and supervision**
The support, professional reflection, mentorship and supervision to enable staff to thrive in their work
- **Education, learning and development**
Flexible, high-quality development opportunities that promote continuing growth and development for all

Middle managers development

Strategy required

The Covid Star People's Medal



The Covid Star People's Medal has been designed by leading British public artist Harry Gray, creator of the Battle of Britain Monument, to honour every NHS and Care Worker in the UK for their frontline service throughout the Coronavirus Covid 19 pandemic.

This is a not-for-profit project, an original artwork, and a 'People's Medal', not a proposal for a formal honour. The idea is to create a lasting way for the nation to thank frontline workers, something that can be proudly cherished, worn in daily life, and kept as an heirloom long after the nation's doorstep applause has ended. It is to be produced in Britain, by specialist UK businesses that have suffered during the pandemic. Private and/or public funding will be required.

Art Installation

