

HEALTH AND SAFETY STRATEGY 2016-2019

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EXECUTIVE SUMMARY

The Trust places great importance on the health and safety of its patients, visitors and staff. Alongside its duty of care to protect people from injury, accident and ill health, it has statutory obligations under health and safety legislative requirements.

Health and safety is central to everything the Trust does and by working together it can ensure it provides healthcare services which are safe and secure for patients, public and its workforce.

Staff are the Trust's most important assets and this strategy is designed to promote the Trust's vision of providing a healthy, safe and vibrant working community, which will help to support high quality patient care.

This strategy looks to go beyond the traditional health and safety role of preventing harm. The strategy commits the Trust to continually improving the health, safety and wellbeing of all staff and patients.

The Trust will work closely with all stakeholders, services and partner agencies and this strategy will be realised through an action plan which describes in more detail how over the next three years the Trust will further embed its health and safety strategic aims into the different activities of the organisation and in particular to those areas which have been redesigned and integrated.

The Strategy, and an associated action plan which will be developed, sets targets and standards for health and safety which are **realistic, achievable and measurable**.

1. INTRODUCTION

- 1.1 The Trust recognises health and safety practice as a core activity within the organisation which needs to be managed effectively. Health and safety is a fundamental part of the Trust's Integrated Governance framework. This Strategy sets out the organisation's health and safety vision and achieve how this will be achieved.
- 1.3 Inadequately managed health and safety has the potential to prevent the Trust from achieving its strategic intentions and objectives and may directly or indirectly cause harm to those it cares for, employs or otherwise affects as well as incurring loss relating to assets, finance, reputation, goodwill, partnership working or public confidence.
- 1.4 This Strategy, supported by a range of health and safety policies, describes the Trust's vision to continually improve its health and safety management system and to ensure it remains fit for purpose in a continually changing health and social care environment. The Strategy identifies the ways in which the Trust will address these systematically through its health and safety framework.
- 1.5 This strategy has been endorsed through the Trust Integrated Governance Committee and through a clear structure of responsibility and accountability the Board, Executive Directors and Senior Management Team will take lead roles. The Chief Executive and Trust Board are committed to providing the resources and support for the Health and Safety Strategy and the Health and Safety Policy.
- 1.6 Effective health and safety management helps to reduce sickness absence, improves health and well-being and makes the healthcare environment safe and secure. The Trust shall achieve this by an on-going commitment to the health, safety and welfare of the Trust staff by providing appropriate and effective advice, support and guidance on all health and safety matters in order to facilitate a healthy and safe working environment.

2. BACKGROUND

Internal Context

- 2.1 The Trust operates from dispersed multiple sites, each presenting different health and safety risks The Trust has embarked on a major service change agenda and, with the continuing development of service integration, there is a potential effect on the health, safety and well-being of staff, patients and visitors.
- 2.2 The main responsibilities for ensuring the health and safety of staff, patients and visitors rests with the Trust senior management team who delegate day to day management responsibilities to line managers overseen by the Health, Safety and Security Management Group.
- 2.3 The Trust has to manage a number of health and safety risks of varying nature:

- violence to staff and other patients from members of the public and patients in care and this is significantly more complex when there is an ongoing requirement to meet their health needs;
- fire safety in hospitals specifically where there are inpatient facilities and patients are immobile or have capacity issues;
- manual handling and moving of patients and heavy objects without risk to either staff or patient;
- sharps injuries from needles, scalpels and instruments contaminated with blood or other biological fluids;
- patient and staff slips, trips and falls in particular where there are environmental aspects which add to the risk of older and frail patients;
- caring for patients and vulnerable people in the community including visits to remote locations or environments with poor health and safety standards;
- lone working;
- high risk activities and the handling of hazardous substances;
- staff frequently having to drive or travel extensively on Trust business due to the number of dispersed sites.

2.4 The Trust in general terms also needs Health and Safety input in relation to:

- any health risk associated with clinical work, high-risk equipment, asthma, stress and intensive computer work;
- safety issues which may include fire safety, first aid, electrical, gas and water safety, chemical safety, accident reporting and investigation, and advice, guidance and risk assessment of all other hazards associated with the workplace including legionella and asbestos;
- health promotion in the workplace including well-being and managing stress;
- employment issues including young workers, night workers, lone working and expectant mothers;
- delivery of training in manual handling, violence and aggression, risk management/assessment, DSE safety, COSHH, first aid, fire safety and specific targeted training for staff working in high risk areas.

2.5 Mental health, well-being and work-life balance issues need to be managed in a proactive manner which balances the needs of the individual and those of the Trust.

2.6 Staff at all levels of the organisation are responsible for their own health and safety and for the safety of others who may be affected by their actions. They must also work closely with the Trust to ensure adherence to relevant policies and procedures

2.7 All of the above is supplemented with professional advice from a Health and Safety Competent Advisor and suitable and sufficient risk assessments.

External Context

- 2.8 The Trust works closely with a number of external agencies to improve Health and Safety within all areas of the Trust.
- 2.9 Responsibility for ensuring the Trust complies with current health and safety legislation rests with a number of enforcement agencies including the Health and Safety Executive, Fire Authority and the Local Authority, all of whom the Trust has developed close links with.

3. STRATEGIC AIMS

- 3.1 The key challenge for this strategy is how to embed three fundamental strategic aims into the fabric of the Trust which has a number of high risk health and safety activities. These strategic aims are to develop a positive health and safety **culture** with **coherent** policies and procedures which are **compliant** with all relevant health and safety regulations:
- **Culture:** to engender an effective health and safety culture through the continuous improvement of attitudes, perceptions, competences and patterns of behaviour which determine the commitment to the style and efficiency of the Trust's health and safety management systems.
 - **Coherence:** to embed and ensure policies, procedures, guidance and advice are understood and easily accessible to all staff, patients, visitors and contractors.
 - **Compliance:** to ensure the Trust adheres to all relevant health and Safety legislative requirements and that staff follow internal policies
- 3.2 The overarching aim of this three year strategy is to provide strategic direction to encourage all Trust departments to fully integrate health and safety into their operational norms and practices by clearly setting and measuring improvements in health and safety practice and performance over the next three years. In this way ensuring the Trust becomes an increasingly safer, healthier place to work and receive care.
- 3.3 The aim is to clearly set and measure improvements in health and safety practice and performance over the next 3 years. In this way ensuring the Trust becomes an increasingly safer, healthier place to work and receive care.
- 3.4 Many departments already address health and safety well and include discussion, training, assessment and inspection for health and safety as part of their day-to-day activities. This strategy is intended to direct all departments along this route and to ensure health and safety is not seen as a bolt-on or optional extra, but rather as an integral, regular activity which positively safeguards staff, patients and any persons who could potentially be adversely affected by the Trust's undertakings.

4. SCOPE

- 4.1 This strategy forms an integral part of the Trust's health and safety management arrangements. The strategy also seeks to explore and use

innovative solutions to manage health and safety risks and synergies with other departments to improve continuously the management of health and safety across the Trust.

4.2 The Trust's Health and Safety Policy, and associated documents, support this Strategy. The policy itself describes in more detail the organisation, structure and arrangements of the Trust's health and safety management systems. This includes the roles and responsibilities of managers and employees which are detailed within the policy.

4.3 This Strategy has been based upon past activities, current management and future plans, details of which are recorded in the Annual Health and Safety Report together with an assessment of the Trust's achievement against the standards set out in the Health and Safety Executive's Workplace Health and Safety Standards.

5. **OBJECTIVES**

5.1 The principal health and safety objectives for the Trust over the next three years are to:

- continue to review and improve the Trust's Health and Safety management structures and arrangements, with an emphasis on monitoring the implementation of policies, processes and associated outcomes.
- support managers and staff in achieving suitable levels of competency and health and safety knowledge;
- ensure staff understand the need to comply with Health and Safety standards;
- increase staff involvement in Health and Safety performance through line management, with a view to increased emphasis on partnership working;
- ensure there is an identifiable top-down commitment to health and safety in order to progress the acceptance of effective health and safety working arrangements as the daily operational norm;
- assess workplace risks and introduce safe systems of work.

5.2 Effective safety planning requires a detailed understanding of key risk areas, along with the activities and circumstances involved. Planning allows resources and effort to be focused where they will have the greatest impact.

6. **STRATEGIC GOAL 1: UNDERPINNING LEGAL REQUIREMENTS**

6.1 As a minimum in order to make sure the Trust provides a safe and secure environment for patients, public and staff, the following regulations underpin its approach to safety management:

- Health and Safety at Work Act 1974
- Management of Health and Safety at Work Regulation 1999
- Workplace (Health, Safety and Welfare) Regulations 1992

- Control of substances Hazardous to Health Regulations 2002 (COSHH)
- Electricity at Work Regulations 1989
- Health and Safety (Consultation with Employees) Regulations 1996
- Health and Safety (Display Screen Equipment) Regulations 1992
- Health and Safety (Safety signs and signals) Regulations 1996
- Noise at Work Regulations 1989
- Personal Protective Equipment at work Regulations 1992
- Provision and Use of Work Equipment Regulations 1998
- Reporting of Injuries and Dangerous Occurrences Regulations (RIDDOR) 1995
- Manual Handling Operations Regulations 1992
- Compliance with Care Quality Commission Standards (Outcomes 7,10,11,13 and 14)
- Compliance with NHS Litigation Authority standards
- Compliance with Secretary of State Directions

6.2 The Trust will comply with relevant legislation by implementing policies and procedures to guide staff in their everyday work.

6.3 The Trust regards it as an integral part of its duties and objectives to ensure, so far as is reasonably practicable the health, safety and welfare of its employees at work and of all other persons who may be affected by the Trust undertakings.

6.4 The Trust will have guidance for staff in the form of policies and/or procedures for all relevant legislation

Outcomes

6.5 All staff will have access to up-to-date legislation and guidance relating to their roles. This will be achieved by providing access to a dedicated Intranet health and safety webpage, other resources (e.g. library) as well as suitable training.

6.6 Staff will be guided by policies and procedures to relevant legislation reducing the likelihood of breaches of legislation and any accidents or incidents arising from any breach.

6.7 The chance of the organisation being prosecuted under the Corporate Manslaughter Act 2007 for a gross failing which results in death will be reduced.

6.8 The risk to the Trust and individuals of litigation (both civil and criminal) as a result of a breach in the duty of care will also be reduced.

7 STRATEGIC GOAL TWO: MANAGING RISKS

7.1 To identify hazards (the potential for harm), assess risks (the likelihood of that harm being realised) and manage those risks;

- 7.2 The Trust will accept hazard spotting in any form from any member of staff in all Trust premises. These will be followed up by management by completing either a risk assessment or a Datix incident report form.
- 7.3 To make sure workplaces are safe for staff, patients and visitors, the Trust will complete a proactive quarterly health and safety monitors' surveys to help it assess its compliance with health and safety legislation.
- 7.4 Health and safety incidents will be discussed and minuted at relevant team and service meetings, site-based groups and any trends will be identified and forwarded to the Trust's Health, Safety and security Management Group for further discussion. Any hazards identified could be put on the Trust risk register if the outcome of the risk assessment deems this appropriate action.

Outcomes

- 7.5 Hazards will be spotted on a regular basis resulting in proactive reporting, less incidents, accidents and claims:
- to improve the awareness of the Health and Safety Policy and increase staff engagement to complete operational health and safety assessments, reducing the risk of non-compliance, which could lead to an incident, compliant or claim;
 - services across the Trust to have identified and completed an operational health and safety generic assessment;
 - to improve the awareness of the health and safety monitors' quarterly audit tool and increase staff engagement to undertake and submit the survey returns reducing the risk of non-compliance, which could lead to an incident, compliant or claim;
 - all services across the Trust will be required to complete and submit their quarterly surveys and action plans within a set time frame;
 - for all identified High Risk Areas (Care Delivery areas) across the Trust, to be assessed by the LSMS using the Trust Security Risk Assessment;
 - for Medium Risk Areas (Communal Areas) and Low Risk Areas (General Offices and No Public Access Areas) a 'Security Management Self-Assessment / Questionnaire' will be developed. This action will co-ordinated by the LSMS.

8 STRATEGIC GOAL THREE: TRAINING

- 8.1 All health and safety training will be continually monitored and reviewed to ensure it is up-to-date and attended by staff.

- 8.2 Fundamental to the success of delivering the Health and Safety Strategy is developing a positive proactive health and safety culture.
- 8.3 Training will be provided in accordance with the Trust's training needs analysis.
- 8.4 A programme of scheduled dates is available for staff to attend. Information and course booking can be accessed via the Intranet Learning and Development Link. Application for these courses should be supported by employees' yearly Appraisal and Professional Development Plan undertaken with their Line Manager.
- 8.5 Any visitors/contractors to the Trust's premises will be signed into the site and will be given appropriate health and safety information.

Outcomes

- 8.6 All staff, visitors/ Contractors will be aware of Health and Safety legal and national requirements and so are less likely to cause a breach which could lead to an incident, complaint or claim.
- 8.7 The following are key aims:
- increase staff engagement and attendance on health and safety related training courses using the full range of communication methods available within the Trust;
 - develop a health and safety training strategy and competency framework;
 - work in collaborative partnership with the Trust Learning and Development Department to review the Trust's Training Needs Analysis in relation to fire and health and safety subjects;
 - review the health and safety mandatory training programmes in line with the Trust's Training Needs Analysis;
 - develop a portfolio of E Learning applications for health and safety subjects;
 - support existing and new local health and safety monitors in achieving their short, medium and long term objectives around local workplace monitoring;
 - aim is to establish courses within the IOSH certification scheme, such as Director's Safety and Managing Safety to support Directors, Senior Managers and Managers within the Trust in relation to their management of health and safety;

9 STRATEGIC GOAL FOUR: DEVELOP A POSITIVE HEALTH AND SAFETY CULTURE

- 9.1 The safety culture of any organisation is the product of individual and group values, attitudes, competencies and patterns of behaviour. To ensure all staff promote and demonstrate a positive culture, suitable and sufficient instruction, training and supervision must be made available to staff.

- 9.2 The Trust will continue to encourage co-operation with its employees in promoting and developing essential measures to ensure the health and safety of everyone.
- 9.3 The Trust will continue to formally recognise Health and Safety representatives from staff side organisations and work with them in their duties. The Trust will also extend to these representatives the use of facilities they require to carry out their duties and reasonable time off from their substantive post.
- 9.4 The Trust will aim to invite staff representatives to formal risk assessments and premises inspections/ audits when reasonably practicable to do so and to afford them membership of the Health, Safety and Security Management Group in line with its Terms of Reference.

Outcomes

- 9.5 Managers, safety representatives and employees are motivated to work in partnership to develop a positive safety culture throughout the Trust thereby reducing accidents, incidents and breaches of legislation.
- 9.6 Consultation with employees or their representatives about matters to do with their health and safety is good management practice, as well as being a requirement under health and safety law.
- 9.7 Employees are a valuable source of information and will provide feedback about the effectiveness of health and safety management arrangements and control measures.
- 9.8 The Trust will be able to:
- improve and promote health and safety engagement with employees and their representatives;
 - monitor the results of local health and safety monitors' quarterly surveys and completed returns including participation of staff representatives;
 - increase staff engagement and attendance at health and safety meetings using the full range of communication methods available within the Trust
 - monitor the survey results and recommendations from the Annual National Staff Survey;
 - develop a Trust staff survey to measure health and safety culture of the organisation.

10 STRATEGIC GOAL FIVE: MONITOR AND REVIEW

- 10.1 The Trust will monitor the effectiveness of this strategy against the Key Performance Indicators which are agreed within the policy document.
- 10.2 The review will take place in line with Workplace Standards Self-Assessment Tool used by the Trust and will provide information and analysis on incidents, action plans and policy management.
- 10.3 Regular quarterly reports to the Trust Health, Safety and Security Management Group and annual reports to the Trust Board.

- 10.4 Any improvements identified by the review will be acknowledged and implemented as changes to strategy/policy/procedure or any other appropriate documents or training.
- 10.5 The Head of Corporate Business will develop an annual action plan to support the strategy base on priorities identified through the Workplace Standards Self-Assessment annual review.
- 11. HEALTH AND SAFETY REPORTING AND MONITORING MECHANISMS**
- 11.1 The Trust Board is responsible for ensuring appropriate arrangements are in place to safeguard the health and safety of those who may be affected by the Trust's activities.
- 11.2 The Trust's health and safety reporting mechanism is determined and overseen by its Health, Safety and Security Management Group. Its main responsibilities are detailed within its Terms of Reference and referenced within the Health and Safety Policy.
- 11.3 The Group will monitor the development of the strategy before recommending approval by the Trust Integrated Governance Committee.
- 11.4 Mechanisms have been established for consultation and co-operation between Management and Staff Side on all relevant health and safety issues.
- 11.5 Day to day management of the health and safety programme in accordance with legislative requirements and Trust's policies and procedures is undertaken by managers and staff within Directorates.
- 11.6 All RIDDOR incidents will be reported to the Health, Safety and Security Management Group and any themes or issues arising monitored by the Group for actions taken to address them.
- 11.7 Health and Safety items for exception reporting will be escalated to the where necessary to the Trust Board through the Executive Director.

12. HEALTH AND SAFETY GOVERNANCE STRUCTURE

