

# Working Together to **Grow Occupational Health** services and impact

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John Drew, Director of Staff Experience and Engagement  
NHS England and Improvement



# This is a 'moment of truth'



*“The initial surge of COVID-19 felt like the first time that staff wellbeing was a true priority for the Trust as a whole, and I'm worried that that will start to fade as time goes on.*

*We can't afford to let that happen.”*

*- Staff member in a London hospital*

*“For the first time in years I am genuinely optimistic that the opportunity to influence leadership is being taken, and importantly also being heard.*

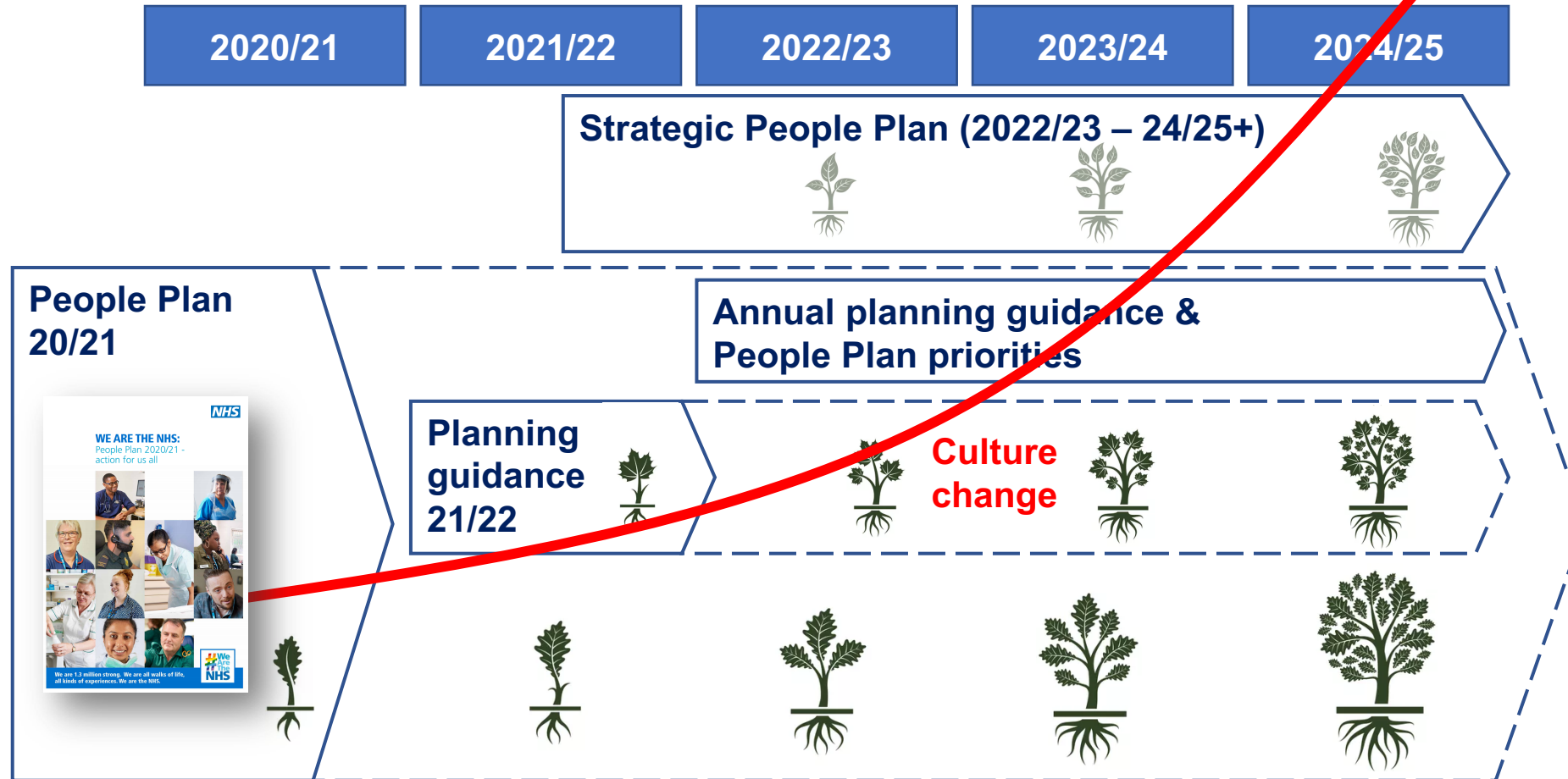
*I genuinely feel the NHS has opportunity to become the exemplar it needs to be to influence wider employment practices!”*

*- Dr Steve Boorman, author of The Boorman Review (2009)*

# Supporting the NHS People Plan 2021-22



# The People Plan is a large scale culture change





# 'People' has been established as a priority in a new way



This year People was prominent in the Planning Guidance, setting out the priority actions against the pillars of the People Plan alongside other operational priorities for the first time

## Operational Planning Guidance 2017-19

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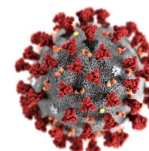
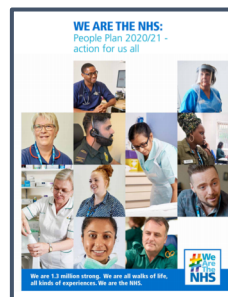
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## Planning Guidance 2019/20

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## Planning Guidance 2021/22

Effective partnership working across systems will be at the heart of this and the financial framework arrangements for 2021/22 will therefore continue to support a system-based approach to funding and planning.

It is within this context that we are setting out our priorities for the year ahead:

- Supporting the health and wellbeing of staff and taking action on recruitment and retention
- Delivering the NHS COVID vaccination programme and continuing to meet the needs of patients with COVID-19
- Building on what works, accelerating services, accelerating increasing demand
- Expanding primary care to address health inequalities
- Transforming community mental health services, reducing ED patients and reducing hospital admissions
- Working collaboratively across systems to deliver on these priorities

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### A. Supporting the health and wellbeing of staff and taking action on recruitment and retention

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**Our people need to be at the heart of plans for recovery and transformation and those plans should reflect the need for staff to get the support, rest and recuperation that they need.**

**Occupational health and wellbeing support should be available to all staff**, including rapid access to psychological and specialist support. We will provide national investment to roll out mental health hubs in each ICS and to expand.

# The vision for 'Growing OH'



**To support the health and wellbeing of our NHS people by growing and developing NHS delivered Occupational Health services and to support NHS OH people to fulfil their role as strategic, integrated and proactive organisational partners through service improvement**

- Leadership from Dr Steve Boorman, with support from the NHS Health at Work network, Faculty of Occupational Medicine, Society of Occupational Medicine, Council for Work and Health and other partners and stakeholders
- NHS England and Improvement have co-developed a strategic, service improvement programme designed to support this vision to empower OH services
- The core principle of this programme is to work in partnership with OH service professionals and stakeholders, placing them in the 'driving seat'
- This programme of work will run during 2021-22 financial year, capturing and sharing learning, which will then inform the case for future investment and service improvement

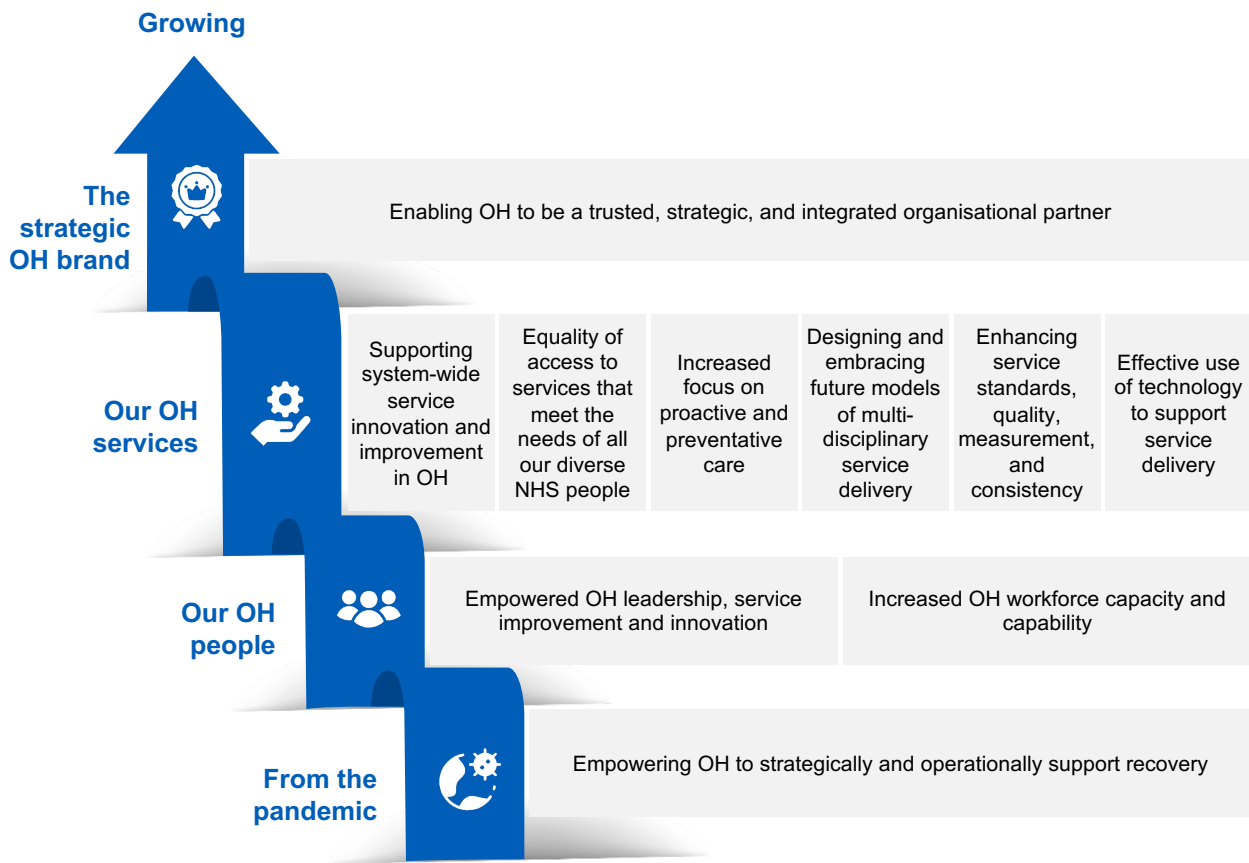
# Growing OH programme overview



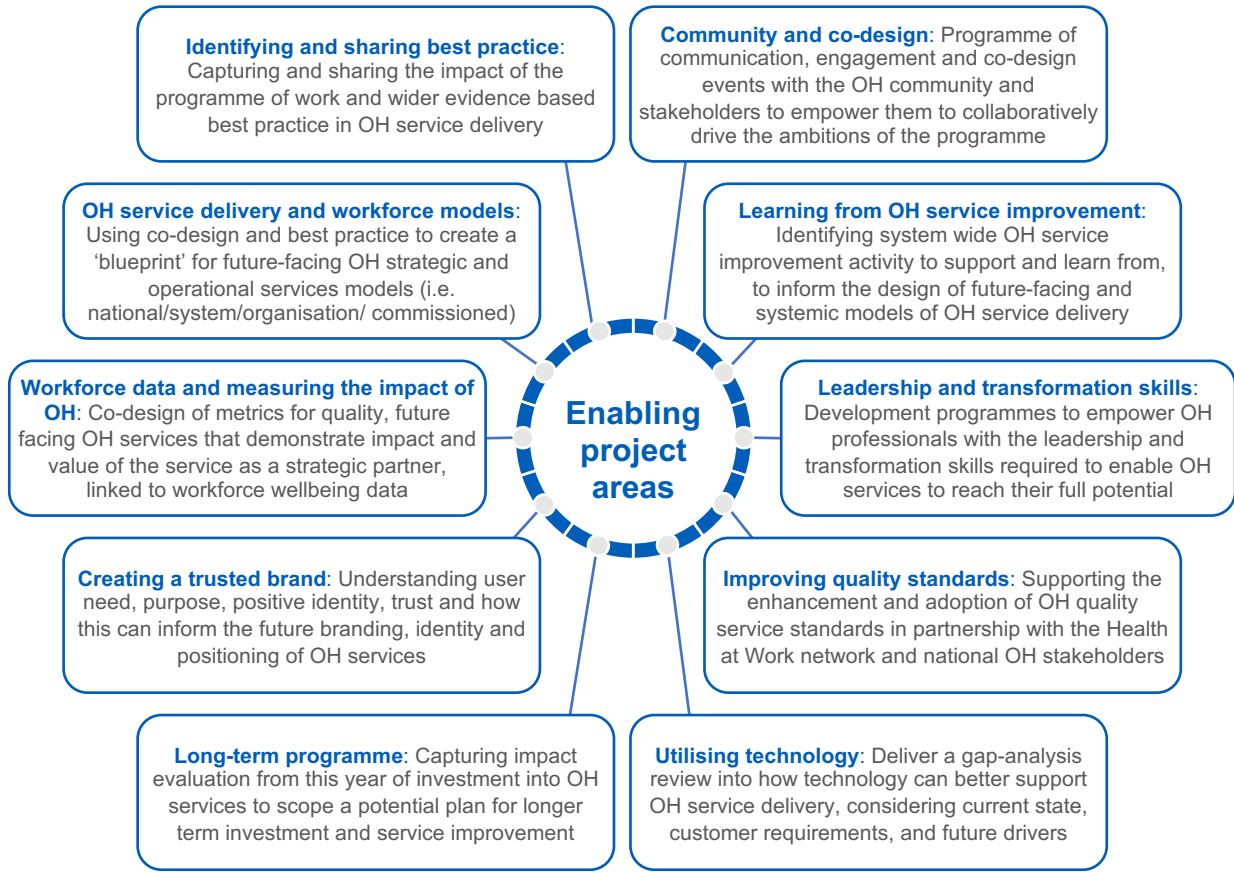
## VISION

Improving the health and wellbeing of our NHS people by growing and developing NHS Occupational Health services and our OH people to reach their full potential as strategic, integrated and proactive organisational partners

## DRIVERS



## CO-DESIGN, IMPROVEMENT AND LEARNING-FOCUSED APPROACH



# Success criteria



## SHORT TERM



1 year

Occupational health community and stakeholders are engaged, collaborating, co-designing and co-delivering the programme of work in a way that feels manageable and motivating

Service improvement work is taking place across OH services and we are capturing the impact of this work both in terms of service delivery and how it is improving the wellbeing of our NHS people.

Engagement and best practice is captured and synthesised into a 'blueprint' to describe future-facing NHS OH service models, informing a roadmap for further investment, service improvement and growth.

2-5 years



## MEDIUM TERM

OH is seen as an empowered, strategic organisational partner with a voice and influence at board/senior level.

OH is leading the preventative wellbeing agenda, proactively keeping our NHS people healthy and well.

Services are delivered in a quality and consistent way across systems, demonstrating equitable access and meeting the needs of all our diverse healthcare employees.

The brand of OH is perceived and experienced positively by employees and is a place to go to for support.

There is a strong community of OH professionals who continues to collaborate, develop, innovate, advance and share practice, and drive service improvement in a sustainable way.



# Working in partnership with our stakeholders



# Progress and ways to engage with Growing OH this year

# Programme delivery readiness



## We can take forward now

- **Launching** the Growing OH programme
- Beginning **engagement and co-design** work with our OH community and wider stakeholders to further shape the Growing OH programme
- Identifying and learning from OH **service improvement activity**
- **Developing the leadership capability** of our OH community through a suite of development programmes
- Beginning to identify and share **evidence-based best practice** in OH to further shape the programme of work

## Requires analysis, consultation and co-design

- Designing a '**blueprint**' for future-facing OH **services** and delivery models
- **Quality standards**, including SEQOHS
- Growing our OH **workforce**
- Better utilisation of **technology**
- Measuring OH service **outcomes and impact**
- Creating a **trusted OH brand**
- OH becoming a **strategic and integrated organisational partner** with influence at the Board
- The role of OH in **proactive prevention** and creating a wellbeing culture (i.e. the future) balanced against supporting the immediate priorities including **recovery** (i.e. the now)

# Programme of work for 2021-22, to inform a 5 year service improvement strategy



## DISCOVERY



### Phase 1 activity

- Strategic recommendations by Dr Steve Boorman and national OH partners
- Strategic partners further testing and shaping vision / programme through engagement with stakeholders (i.e. FOM/ SOM/ H@W)
- Launch of vision and programme ambitions to system
- Engagement events to share ambitions and seek feedback / intelligence / shaping of programme of work with stakeholder groups

### Phase 2 activity

- Workshops and evidence gathering to explore 'hot topics' (e.g. use of technology, OH brand, blueprint for exemplar OH service models, improved quality standards etc)
- Capturing best practice in OH service delivery from our entire OH community
- Learning from identified OH service improvement activities

## LEARNING AND IMPACT



### Phase 3 activity

- Analysis of evidence gathered and engagement activity in partnership with stakeholders
- Using evidence, best practice and co-design methodology to inform and articulate a 'blueprint' for future models of OH delivery
- Future investment recommendations report

*Delivered by leveraging existing engagement channels with strategic partners and commissioning of suppliers to support us with targeted engagement, co-design, evaluative and service modelling work*





# Consultation period (July – Sept)



- Ways to engaged are housed on our partner **Health at Work website**:

<https://www.nhshealthatwork.co.uk/growingoh.asp>

- Still time to **share your views**:
  - Completing our [engagement survey](#) (Service users, OH community / Leaders)
  - (Focus groups have now ended)
- Help to **encourage service user views** (i.e. members of staff) to help us shape the programme based on their needs



# Why this is so important: Feedback so far...



We are currently engaging stakeholders (OH community, leaders, service users – staff/managers) to help co-design the Growing OH programme. This is a snapshot of words used to describe current vs. future desired state:

## Current words to describe OH



## Future words to describe OH



This survey is open until 30<sup>th</sup> Sept 2021 - please encourage people to contribute, especially service users:

<https://nhsei-hwb.onlinesurveys.ac.uk/growing-occupational-health>

# Improvement ‘Gap analysis’ work and 5-year strategy

## Vision

Improving the health and wellbeing of our NHS people by growing and developing NHS Occupational Health services and our OH people to reach their full potential as strategic, integrated and proactive organisational partners

## Improvement Drivers

### Growing the strategic OH brand

Enabling OH to be a trusted, strategic, and integrated organisational partner

### Growing our OH services

Supporting system-wide service innovation and improvement in OH

Equality of access to services that meet the needs of all our diverse NHS people

Increased focus on proactive and preventative care

Designing and embracing future models of multi-disciplinary service delivery

Enhancing service standards, quality, measurement, and consistency

Effective use of technology to support service delivery

### Growing our OH people

Empowered OH leadership, service improvement and innovation

Increased OH workforce capacity and capability

### Growing from the pandemic

Empowering OH to strategically and operationally support recovery

- Commissioning an expert supplier to work with us to undertake a **strategic ‘gap analysis’** into all the improvement drivers identified.
- This work will take place between **October 2021 – March 2022** – subject to **refinement of the improvement drivers** following consultation.
- **Seeking engagement from OH community** to help with the gap analysis **evidence** gathering and **co-design** of future vision
- Outputs will inform the development of a **3-5 year strategy** for improving occupational health services, and **blueprint(s) for future service delivery models** to aspire toward.

# Enabling and learning from existing system wide OH service improvement programmes

## Greater Manchester

Development of a 'world class' employee occupational health and wellbeing service, **providing leading edge occupational health services** which are accessible, evidence based and highly valued, impacting **c28,000 NHS people** across 10 hospital sites.

## North East and North Cumbria

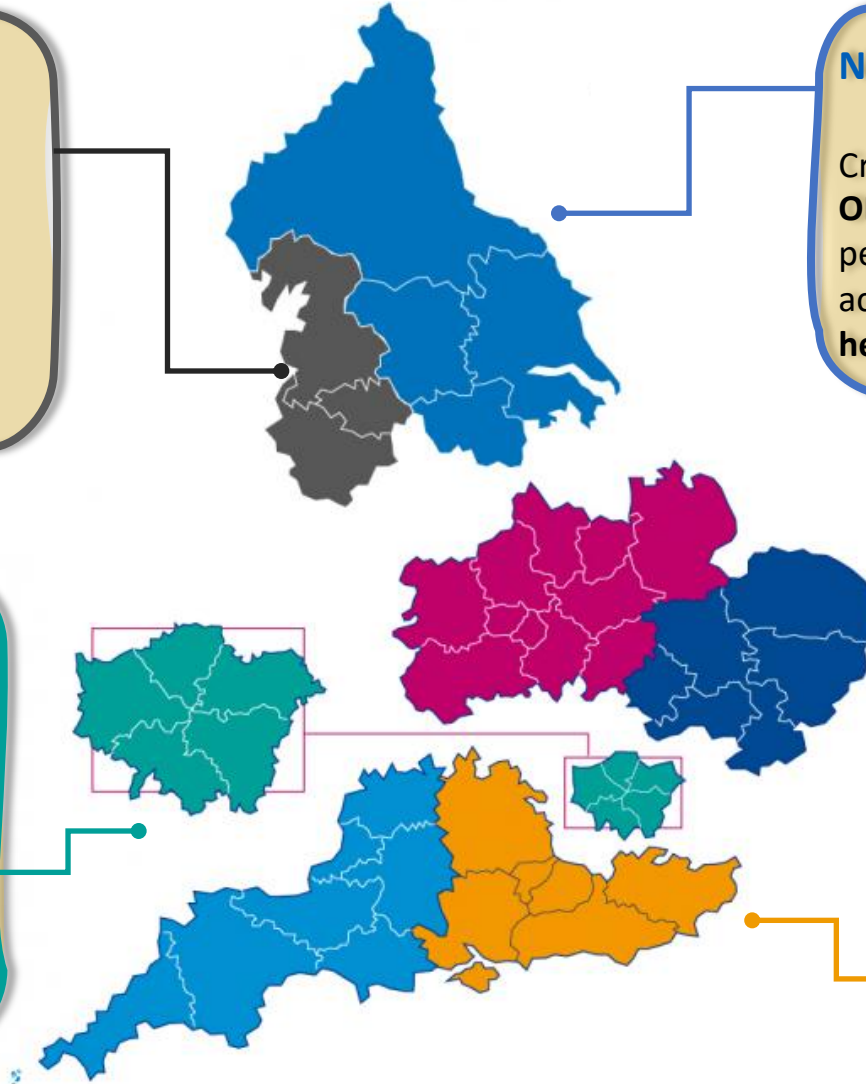
Creating an **integrated 'one-system' approach for OH service delivery** impacting c30,000 healthcare people initially, with potential to scale and spread across entire system covering **c100,000 healthcare people**.

## North West London

Developing an **integrated and consistent** occupational health delivery through a **shared service model** across the system, benefitting from **economies of scale** and **tired levels of service** for all partner organisation, impacting **c60,000 healthcare people** across the NW London region.

## Hampshire and Isle of Wight

To **bring together all NHS OH Services** across the system to **expand and enhance access to services** for **c51,000 healthcare people**. Developing OH services based on **diverse needs** of healthcare employees, **best practise**, identified **areas of improvement** to ensure **equitable access** and choice.





# Leadership development for OH community



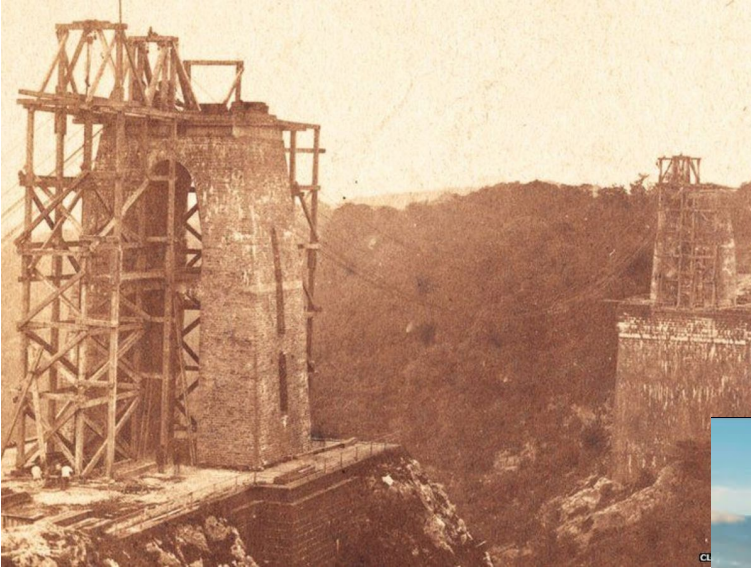
Developing an approach to **leadership and service improvement skills** for the OH community. This will include funded places / bespoke cohorts of NHS Leadership Academy programmes:

- **Rosalind Franklin** – Bespoke OH programme for established OH leaders as a community
- **Mary Seacole** – Emerging OH leaders, part of multi-professional programmes
- **Edward Jenner** – E-learning open to all
- **Service improvement skills** – Improvement collaborative approach supported by NHSEI improvement capability building team

Programme **recruitment is due to start October 2021** and cohorts will start monthly from Dec - March

The screenshot shows the NHS Leadership Academy website. The header is blue with the NHS logo and 'Leadership Academy' text. A search bar is on the right. Below the header is a navigation bar with links: Programmes, Learning hub, Support for organisations, News and events, Regional centres, About us, and Contact. The main content area has a breadcrumb trail: Home > Programmes > Rosalind Franklin programme. The title 'Rosalind Franklin programme' is prominently displayed. Below the title is a tabbed interface with tabs for Overview, Eligibility, Structure, Key Information, and Apply. The 'Overview' tab is active, showing a paragraph: 'We are pleased to announce that recruitment to the recently-refreshed Rosalind Franklin programme is open with cohorts commencing from November onwards. Please note that workshops will be delivered virtually for the time being.' Below this is another paragraph: 'The Rosalind Franklin programme is for clinicians or managers leading from the middle of health and care systems, aspiring to lead large and complex programmes, departments, services or systems of care.' At the bottom of the overview section, it says 'It aims to help shape middle level leaders' knowledge, skills,'. On the right side of the page, there is a 'Programmes' section listing several other programmes: Edward Jenner programme, Mary Seacole programme, Rosalind Franklin programme (with sub-links for Eligibility, Structure, Key Information, and Apply), Elizabeth Garrett Anderson programme, Nye Bevan programme, Stepping Up programme, and Ready Now programme.

# Bridging the gap



I am opposed to the laying down of rules or conditions to be observed in the construction of bridges lest the progress of improvement tomorrow might be embarrassed or shackled by recording or registering as law the prejudices or errors of today.

- Isambard Kingdom Brunel





# Help us to Grow OH



**Thank you** to the Health at Work network for your partnership.

**We now need your help** to shape and embrace the future exciting vision for Growing OH, as our valued OH community. We are committed to working with you in **co-design** throughout the programme.

We will continually update our **webpage** throughout the programme to keep you updated:

<https://www.nhshealthatwork.co.uk/growingoh.asp>

