

# Health and Wellbeing

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**Abstract:** In order to improve the Health and Wellbeing, vacancy rates and reduce sickness within Theatres, a number of interventions were trialled.

## SMART Aim

To improve Health and Wellbeing, Vacancy levels across PRH and RSH theatre and reduce sickness levels by April 2022.

## Plan

Theatres operates over both PRH and RSH sites with both sites having high vacancy and sickness levels. RSH has higher vacancy levels due to retirements. An initial plan was drafted to address the key issues, risks and opportunities available for the service. The key risks for the service included the risk of high sickness levels and burnout due to staff shortages (the teams were covering an additional 200 shifts each month due to staffing shortages). Due to the challenges in recruiting the correct theatre staff, it was agreed to look at alternative ways to recruit. The plan to address these issues included: Recruiting to establishment through a recruitment event, international nursing recruitment and stay conversations.

## Do

Teams involved reviewed the current structure in the department and decided to take a "Grow your own" approach to the recruitment process in order to add in succession planning for the future.

- Open days were held to recruit nurse associates, international nurses and ODP apprenticeships (the first 4 to qualify in September).
- Recruitment events were held in order to boost the team numbers alongside reviewing the options to increase bank supply and reduce the reliance on agency staff.
- Additional courses for current team members were reviewed in order to ensure all team members have the required skills.
- A review of the on-call arrangements was held following exit interview feedback.
- Stay Conversations were held in April and May to understand if there were any themes amongst current members of the team.
- Monthly absence workshops held with People Advisor to include Health and Wellbeing initiatives. E.g. Space sessions with a Clinical Psychologist.
- Introduction of new theatres scheduling system to modernise the way we work.
- Civility and respect toolkit adopted following feedback from teams.
- Away days to focus on cultures and behaviours framework
- Wellbeing Days held in November and December 2021

## Study

The initial data suggests that recruitment into substantive posts has had a significant reduction in the levels of sickness within the teams along with filling the previously unfilled shifts.

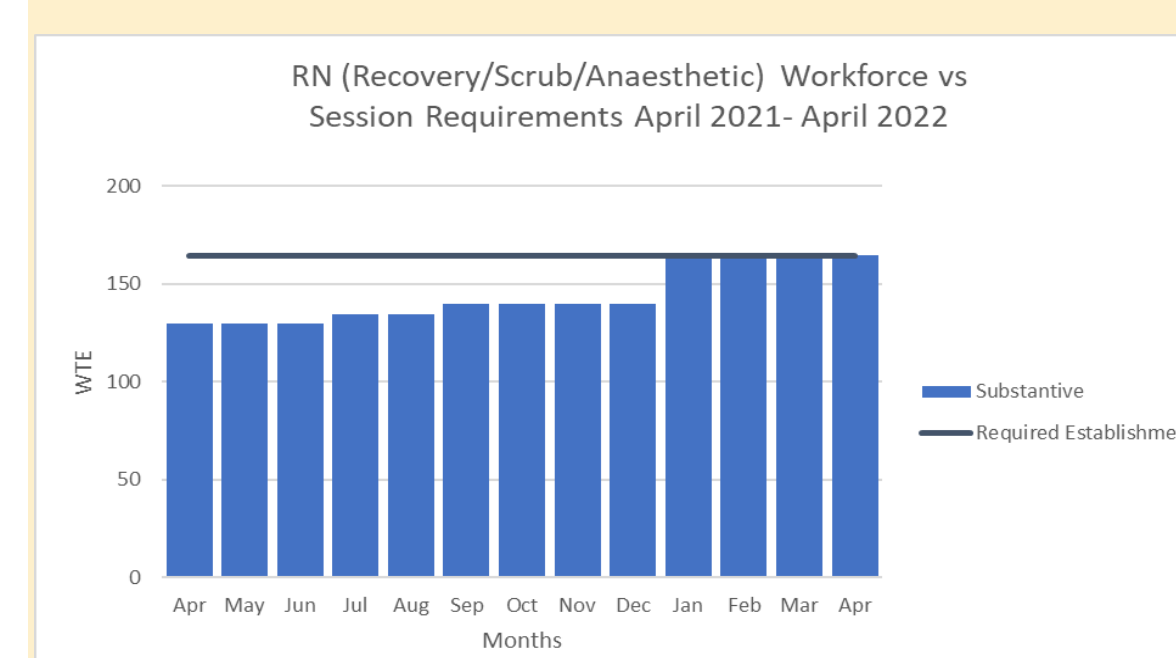


Figure 1

Figure 2

Figure 1 shows the increase to full establishment with substantive staff in January 2022- April 2022. Figure 2 demonstrates the drop in sickness during the same period, suggesting that recruitment into the substantive posts has had a significant reduction in sickness within the department although not maintained.

Initial feedback from Stay conversations shows an improvement in culture.

Improvement of staff survey results at RSH.

## Act

The next steps for teams will be to address the retention of experienced staff by continuing with the business case for Theatre Structure and Workforce Plan. Continue to monitor the impact of the Civility Saves lives workshop. Continue to review the feedback from the staff survey and build into future improvement plans. Further work to continue to support PRH staff survey improvement.