

Headwinds, pandemics and the rules of golf? Tips for delivering a long-term strategy

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Agenda

- Challenging environment for NHS and NHS OH
- The impact of COVID on workforce wellbeing
- The OH value-proposition
- Head-winds or Trade-winds?
- The rules of golf?
- Hints and tips on delivering along-term strategy.....

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Headwinds

- “winds blowing from directly in front, opposing forward motion”
- “factors or events that slow down growth or cause negative effects on profit (investment) and revenue”.

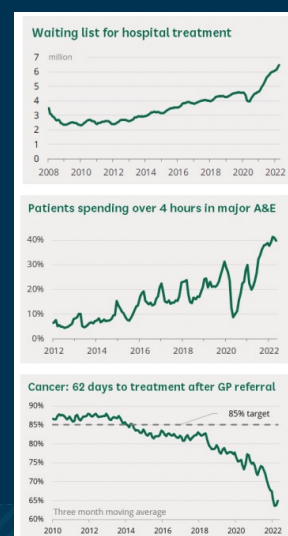
- Global
- National
- Local
- Personal

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Challenges facing the NHS

- **Patient-centred?**
 - ↑ demand for health care
 - ↑ waiting lists
 - ↑ elective care backlog
- **Workforce-centred?**
 - Staff wellbeing
 - ↑ sickness and absence (mental health and burnout)
 - ↑ cost of living
 - Change fatigue
 - Attraction and retention
 - Ageing workforce
 - Is the NHS a “great place to work?”
- **Financial**
 - ↑ costs of care (technology)
 - ↑ costs of care (Ageing population)



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Worrying Trends from NHS staff survey



<https://www.nuffieldtrust.org.uk/chart/worrying-trends-in-nhs-staff-survey>

Source: NHS Staff Survey

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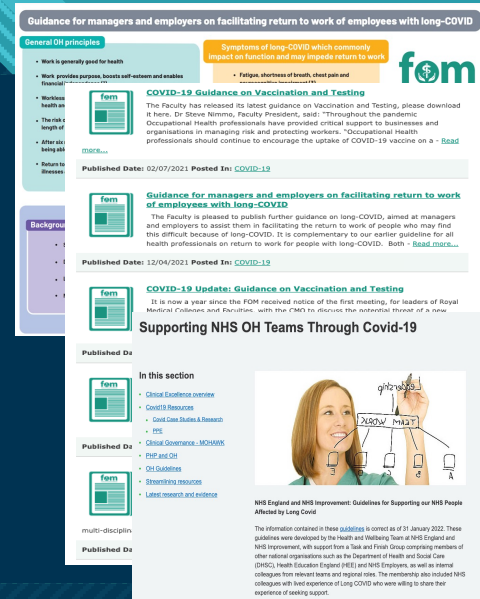
How to sell pink paint to a driller.....?



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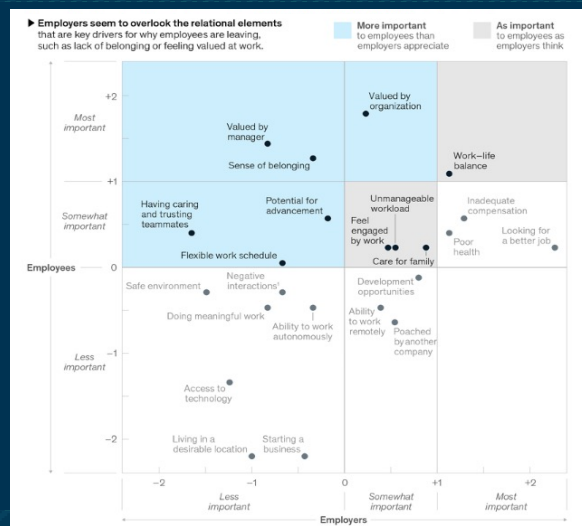
What did you deliver differently?

- You solved difficult problems that we couldn't solve, that worried us acutely:
- You gave timely advice when we needed it!
- You helped maintain legal compliance in a complex environment
- You provided places of safety and support for vulnerable people in distress



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The great retention challenge



'Great Attrition' or 'Great Attraction'? The choice is yours , McKinsey and co.

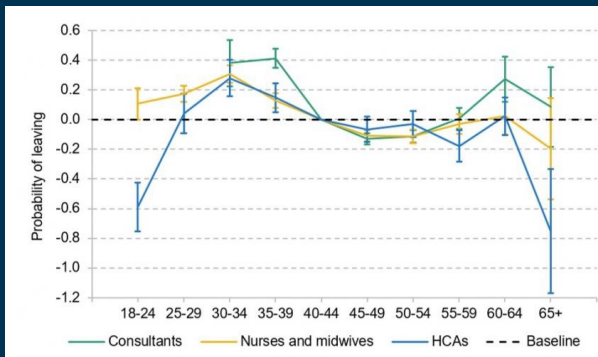
<https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/great-attrition-or-great-attraction-the-choice-is-yours>

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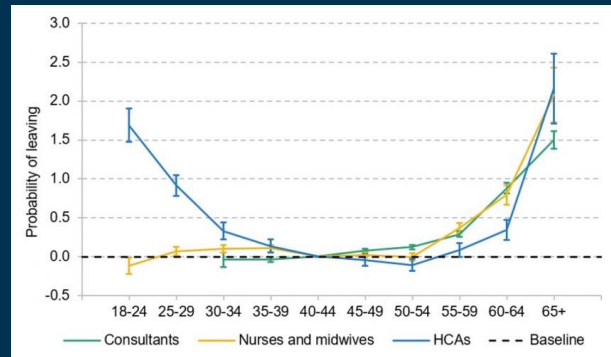
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The great retention challenge is not one size fits all

Female Attrition by Age and job



Male Attrition by Age and job



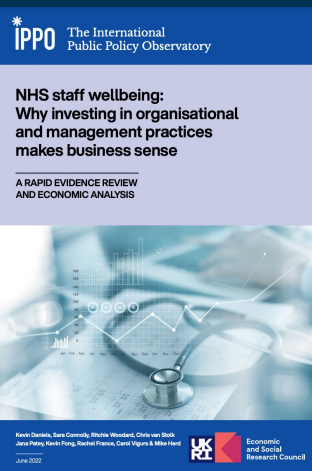
Factors associated with staff retention in the NHS acute sector - The Institute for Fiscal Studies, August 2022

https://ifs.org.uk/sites/default/files/2022-08/IFS-R216-Factors-associated-with-staff-retention-in-the-NHS-acute-sector_0.pdf

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Trimming our sails Wellbeing and Business Outcomes



- Organisational and management interventions showing positive effects on staff wellbeing:
 - Actions focused on systemic/culture change
 - How **working schedules** are managed
 - Improving aspects of the **physical working environment**
- And for some people:
 - **improving social support**
 - automating processes
 - and virtual working
- Actions focused on improving the psychosocial work environment were less likely to result in improved wellbeing.

Daniels, K., Connolly, S., Woodard, R., van Stolk C., Patey, J., Fong, K., France, R., Vigurs, C., Herd, M. (2022). NHS staff wellbeing: Why investing in organisational and management practices makes business sense.

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How can we catch the trade winds?

Challenges facing the NHS



are Opportunities facing OH?

• Workforce-centred?

- Staff wellbeing
 - ↑ sickness and absence
 - ↑ cost of living
- Attraction and retention
 - The NHS a "great place to work?"

- What can (we do more of to) reduce staff sickness AND absence?
- What can (we do to more of to) increase staff personal earning capacity?
- What can (we do to) to make the NHS a better place to work?

• Patient-centred?

- ↑ demand for health care
 - ↑ waiting lists
 - ↑ elective care backlog

- (What) can (we do to) reduce health care demands?
- (What) can (we do to) increase personal accountability for health?

• Financial

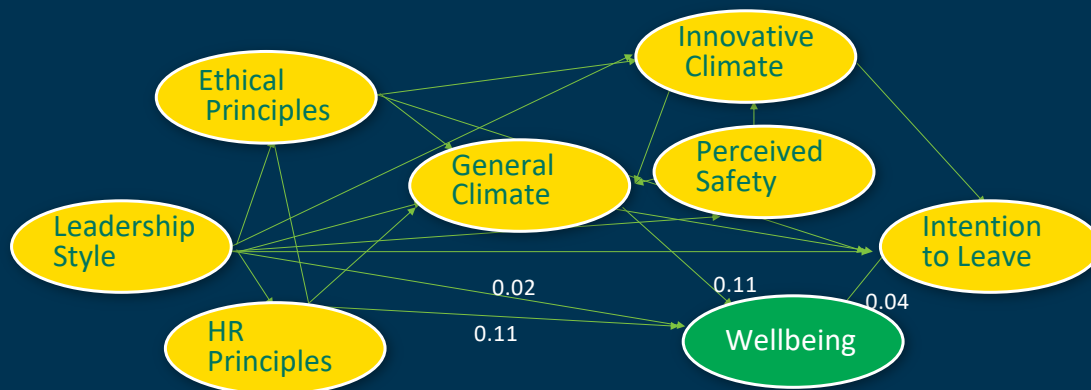
- ↑ costs of care (technology)
- ↑ costs of care (Ageing population)

- What can (we do to) reduce costs of delivery while maintaining quality of care?

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Show the correlations ...



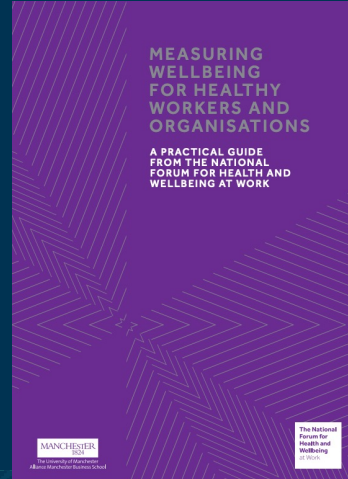
(Chi Square = 14.8, df = 10, P value = .14, RMSEA = 0.004)

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Tip 2: Measuring Wellbeing trendsand demonstrate correlations



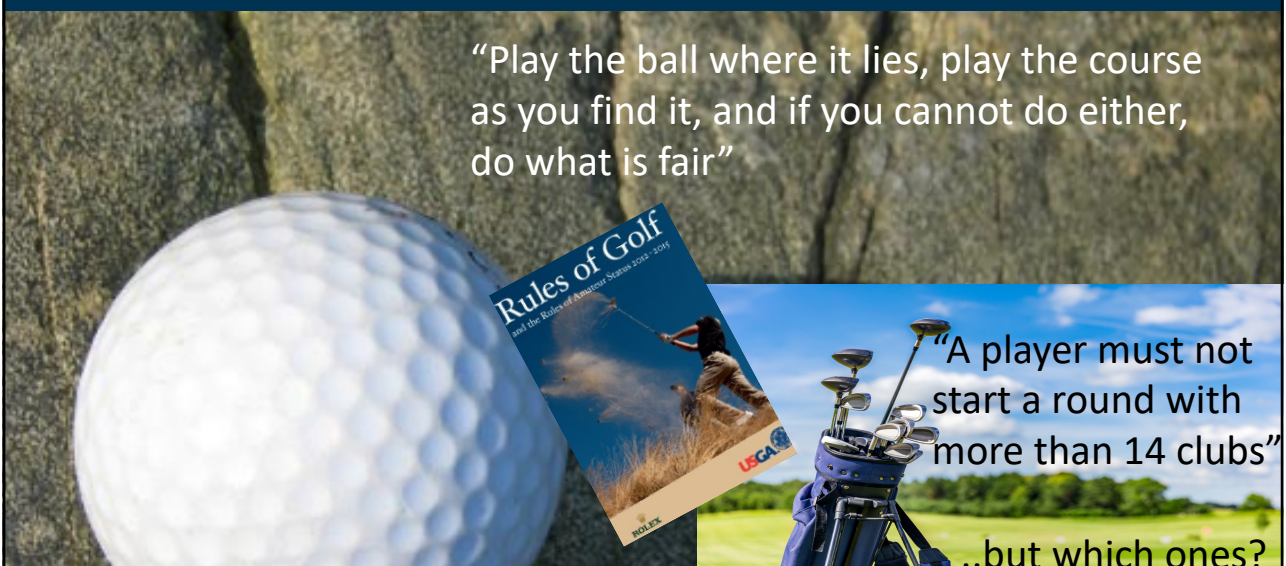
Outcome	Measure		Leading	Lagging
Financial	Attendance	Sickness absence rates (%)		<input checked="" type="checkbox"/>
		Presenteeism (%)		<input checked="" type="checkbox"/>
		Health care costs (insured/un-insured)		<input checked="" type="checkbox"/>
	Retention	Retention/attrition/staff turnover rates	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
		Occupational illness and injury frequency rates		<input checked="" type="checkbox"/>
	Safety	Changes in customer satisfaction or net promotion		<input checked="" type="checkbox"/>
	Media attention	Local, national, or international negative coverage		<input checked="" type="checkbox"/>
Moral	HSE compliance	Conformance with recognised risk-assessment processes (e.g. ISO 45003)	<input checked="" type="checkbox"/>	
Legal	Litigation/ Regulatory sanctions	Successful prosecutions/fines/legal claims		<input checked="" type="checkbox"/>



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Tip 4: ...and the rules of Golf

"Play the ball where it lies, play the course as you find it, and if you cannot do either, do what is fair"



“A player must not start a round with more than 14 clubs”

..but which ones?

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And finally - Always have your elevator pitch ready?

1. What is worrying you?
- *Show me the data?*
2. What is it telling you?
- *What are your insights?*
3. Why should I be worried?
- *Why what worries you should worry me?*
4. What should we do about it?
- *Tell me about evidence-based interventions*
5. What are the priorities?
- *Where should we start, when, first steps*
6. How will we know we are getting there?
- *How will you measure progress - What does the end look like?*