# Royal College of Nursing

# Healthy workplace toolkit

# Contents

# RCN Healthy Workplaces

## What is a healthy workplace?

The RCN takes a holistic view when defining a healthy workplace. It is far more than offering wellbeing support to individuals, but about taking a proactive approach to tackling the work-related factors that can lead to stress and poor mental health and building on established evidence on what constitutes good work.

The RCN defines a healthy workplace as one which offers fair pay and rewards and has high quality employment practices and procedures which

- are inclusive

- promote a good work-life balance

- protect and promote employees' physical and psychological health

- design jobs which provide employees with autonomy and control

- provide equitable access to training and learning and development.

An RCN Foundation funded report published in 2020 on the health and wellbeing of the nursing workforce called on organisations to create better work environments and prevent stress from occurring at source. Issues such as lack of flexible working, long shifts and work pressures were highlighted in the report (Kinman et al, 2020).

## Why are healthy workplaces important for the nursing workforce?

There are five key factors that make improving the working environments for nursing staff important, namely, in no particular order:

1. the moral case

2. legal requirements

3. retention of the workforce

4. cost

5. the quality and safety of patient care.

Some of these factors are interlinked, for example workforce attrition linked with cost and also impacts on the safety and quality of care. The factors are explored in more detail below.

> " Satisfaction with job demands, control, support and role clarity lower among nurses and midwives than other professional groups. High risk of work-related stress, burnout, depression and anxiety. "
>
> (The Mental Health and Wellbeing of Nurses and Midwives, Kinman et al, 2020)

# How do nursing staff feel about their working environments?

**37%** are seeking a new job – main reasons are feeling undervalued, stress and not supported by managers

**77%** work more than their contracted hours at least once a week

**63%** feel under too much pressure at work

**47%** feel unable to balance their home and work lives

**84%** worked at least once in the last 12 months despite feeling too ill

**29%** experienced physical abuse from service user/relative in last 12 months

(RCN Employment Survey, 2019)

# The five key factors

| Moral | Workforce retention | Legal | Cost | Quality and safety |
|-------|---------------------|-------|------|--------------------|

## Moral

There is a moral imperative that all workers have access to healthy workplaces. We know that poor working environments can impact on the physical and psychological health of the workforce. From unmanageable shift patterns that give no time for rest and recuperation, to bullying environments when concerns can't be raised, to a lack of safety equipment – all can cause harm. This is even more important in health care organisations who are in the business of caring for people. If they can't support and look after their own staff, then what does that say about patient and resident care?

The Kings Fund, *Compassion of Care report* (West et al, 2020) and the Society of Occupational Medicine report on the Mental Health and Wellbeing of Nurses and Midwives (Kinman et al, 2020) both recognise the impact of poor working environments and practices on the psychological health of nurses and make recommendations on ways these can be improved and tackled. These factors are captured in both the **healthy workplace domains** and the **rest, rehydrate and refuel** standards.

## Workforce retention

In the context of shortages in the nursing workforce, it is essential that efforts are focused on retaining staff. Being an employer of excellence is important for retaining staff. A number of **RN4Cast** studies have also found that nurses intentions to quit their jobs are linked to poor working environments

The RCN's **healthy workplace definition and domains** are developed from the existing evidence base on good work and what the important work environment and working conditions factors are for nursing staff.

### Legal

There are a number of legal requirements underpinning the RCN's definition and characteristics of a healthy workplace. From legislation on the right to request flexible working, protection from harassment to equality legislation and health and safety regulations. Creating healthy workplaces will support organisations to comply with existing legislation and associated standards and codes of practice.

### Cost

There are costs associated with poor working environments including increased sickness absence due to stress-related illness or workplace injuries/ill health, grievances and the cost of litigation. Staff working in poor environments are also likely to 'vote with their feet' and move either to another department or a new employer. Losing skilled, experienced staff results in significant financial impacts due to the cost of recruitment and the use of agency staff.

### Quality and safety

A number of studies highlight how good working environments, good working conditions and supporting the health and wellbeing of nursing staff, link to the quality of care and patient experience (RN4CAST; Royal College of Physicians, 2015; Powell et al, 2014; Dawson, 2018). It stands to reason that where staff morale is high and positive safety, just and fair cultures are created then this will benefit patients.

> ❝ The health and wellbeing of nurses and midwives are essential to the quality of care they can provide for people and communities, affecting their compassion, professionalism and effectiveness. ❞
>
> The Courage of Compassion (West et al)

# The Toolkit

## How can I use the RCN's healthy workplace toolkit to improve the working environments of nursing staff?

The toolkit provides organisations with a systematic framework to use to improve working environments. The RCN recognises that there are a number of frameworks in place to improve working environments and the health and wellbeing of the workforce, however this framework has been developed with nursing staff with the aim of improving their working environment and conditions and the subsequent impact this will have on their health and wellbeing.

The toolkit is designed to be used by any size of organisation that employs nursing staff, from a care home to a large NHS trust.

The toolkit provides organisations with a means of carrying out a health check at both an organisation and/or departmental/team level. The domains and indicators within the toolkit have been developed with reference to legal requirements and quantitative and qualitative evidence on what is important and constitutes good working practices.

The health check can be carried out over all four domains, or an organisation/department/team can just pick one at a time – data from staff surveys or sickness absence related data, may help identify hot spots and which areas you need to improve on, or tackle first.

- Use the toolkit domains to carry out an organisational and department/team health check.

- Work in partnership with staff and their RCN representatives throughout the process.

- Celebrate what you do well in making good working environments for nursing staff and share with the RCN.

- Pledge to make improvements – you can use the **action plan** provided.

- Design, implement and evaluate your improvements – there are several quality improvement frameworks you can use to support you to make a change.

- Share with the RCN – share your improvements and the impact of your improvements with the RCN.

Detailed below are suggestions on how different roles can introduce and use the toolkit.

### RCN workplace representatives

- Gather data to identify the extent of issues and concerns – you can use the RCN's Ask, Listen, Act to support you. Data from annual/biennial staff surveys are a particularly good source of information on where hot spots are.

- Take the toolkit to a staff side meeting and discuss how it could be used and adopted across the organisations or in departments which may have particular problems or issues. It's important to get wider staff side buy in for the work and whilst the toolkit is designed by the RCN for the nursing workforce it will benefit the wider staff groups.

- Take the toolkit to your negotiating or other committees (such as health and safety) and suggest it is used to support improvements. You may need to use data you have gathered on hot spots or particular issues to build the case for its use.

- At a team or department level work with management and colleagues to support the health check and development of an **action plan**.
- Share and celebrate what your organisation is doing well rcn.org.uk/healthy-workplace/case-studies
- Share and celebrate what improvements you have made as a result of using the RCN's toolkit rcn.org.uk/healthy-workplace/case-studies

## Nurse managers

- Work with local RCN representatives, where you have them, to support the use of the toolkit and health checks at a department/team level.
- Identify what the hot spots and key issues are for your teams using staff survey or other data.
- Carry out the health check with staff at team meetings and identify what you do well and areas in need of improvement.
- Work with staff and their representatives to develop an action plan using the signposts and indicators within the toolkit.
- Share and celebrate what your organisation is doing well rcn.org.uk/healthy-workplace/case-studies ie. share and celebrate what your organisation is doing well and any improvements you have made as a result of using the RCN's toolkit rcn.org.uk/healthy-workplace/case-studies

## Directors

As a director of an independent health and social care organisation or as a director in the NHS with responsibility for staff health and wellbeing or working environments, you can support the use of the RCN's toolkit and health check in the following ways.

- Develop an organisational wide commitment to improving the working environments and working conditions for nursing staff and recognise how they link with patient outcomes and the quality of care.
- Take a strategic overview of the working environment issues that affect staff by carrying out a staff survey or reviewing data from existing staff surveys
- Work in partnership with the RCN and its representatives to support the use of the toolkit and associated health check across your organisation
- Celebrate success and commit to making improvements.

## Human resources and occupational health

- Work in partnership with the RCN and its representatives to support the use of the toolkit and associated health check.

- Support managers and representatives with the provision of data to inform the health check being carried out at an organisational and department/team level.

- Work in partnership with the RCN and its representatives to identify what the organisation does well and celebrate.

- Work in partnership with the RCN and its representatives to identify what improvements need to be made and support the development and implementation of improvement plans at both an organisational and department level.

# Healthy Workplace domains

The domains detailed over the following pages contain indicators which the RCN believes contribute towards a healthy workplace. The indicators can be used to support an organisational and team level 'health check' to be carried out to see how well the organisation or team is doing to meet the indicators. The organisation or team should celebrate what they do well and develop and action plan to tackle issues that they need to improve on.

# Domain 1: Work-life balance

## The organisation...

- has effective policies on flexible working in place for all staff, including carer's leave, parental leave and job sharing
- monitors the uptake of flexible working to ensure equity of access
- has provisions in place for staff who need to take time off at short notice due to domestic responsibilities
- ensures that optimal shift patterns which provide for adequate rest and recuperation between shifts are in place
- ensures compliance of shift patterns with the working time regulations is monitored and all required records are kept
- promotes the use of self-rostering tools where staff are given appropriate control over setting shift patterns
- promotes a culture where at work breaks and rest days are seen as an important safety feature and a contributor to both staff and patient safety and wellbeing
- enables and encourages senior managers to model appropriate time management and adhere to working hours
- promotes a culture of openness about time constraints and work pressures
- has in place attendance management policies that are supportive rather than punitive and has measures to identify hotspots for absenteeism and presenteeism
- ensures that line managers are skilled and supported to implement policies on attendance management, flexible working and shift design.

## At a department/unit/team level...

- changes to working patterns and shifts are agreed in partnership with staff and their representatives
- a culture that enables staff to take their breaks and limits the number of times that staff work beyond scheduled hours is actively promoted.
- adequate notice of rostered shifts (minimum of six weeks) and changes to shift patterns is given to staff
- employees' time off/non-working days are respected and not interrupted
- in line with policies, there is support for staff who need to attend to take time off at short notice due to their domestic responsibilities
- a culture is established where staff do not feel they need to attend work when sick and support is given to those who need to take time off work due to sickness
- consider flexibility of work base for those who are able to work all or part of their time at home.

# Signposts and further information

## Flexible working

## RCN Spinning Plates

RCN online advice rcn.org.uk/get-help/rcn-advice/flexible-working

CIPD cipd.co.uk/knowledge/fundamentals/relations/flexible-working

Equality and Human Rights Commission equalityhumanrights.com/en/working-forward/flexible-working-how-create-and-champion-flexible-culture

NHS England: People Plan england.nhs.uk/looking-after-our-people/the-programme-and-resources/we-work-flexibly/

NHS Employers on working flexibly nhsemployers.org/retention-and-staff-experience/flexible-working

NHS Terms and Conditions Handbook nhsemployers.org/tchandbook/part-5-equal-opportunities/section-33-balancing-work-and-personal-life

Timewise: Flexible working in the NHS – the case for action https://timewise.co.uk/wp-content/uploads/2018/07/Flexible-working-in-the-NHS-the-case-for-action.pdf

ACAS Flexible working and work life balance acas.org.uk/flexible-working

Working families (for advice on flexible working/ parental leave etc) workingfamilies.org.uk

Labour Relations Agency Northern Ireland Flexible Working: The Law and Good Practice Available at lra.org.uk and search for 'law and good practice'

Health Education England – Flexible working in health care hee.nhs.uk/sites/default/files/Flexible%20working%20in%20healthcare.pdf

NHS Scotland Supporting the work-life balance PIN Policy www.staffgovernance.scot.nhs.uk/media/1410/supporting-the-work-life-balance-pin-policy.pdf

## Shift work and working time regulations

RCN: Rest breaks rcn.org.uk/get-help/rcn-advice/working-time-rest-breaks-on-call-and-night-work

ACAS acas.org.uk/working-hours

Health and Safety Executive hse.gov.uk/contact/faqs/workingtimedirective.htm

Health and Safety Executive managing shift work hse.gov.uk/pubns/books/hsg256.htm

NHS Staff Council Guidance on shift work nhsemployers.org/-/media/Employers/Publications/Health-and-wellbeing/HSWPG-Shift-working-guidance.pdf

## Sickness absence

ACAS Sickness Absence **acas.org.uk/absence-from-work**

Health and Safety Executive **hse.gov.uk/sicknessabsence**

Labour Relations Agency Northern Ireland (2013) *Advice on Managing Sickness Absence*. Available at **lra.org.uk** and search 'managing sickness

National Institute for Health and Care Excellence (2019) *Managing Long-term Sickness and Incapacity for Work*. **nice.org.uk/guidance/ng146**

NHS Staff Council Guidance on the Prevention and Management of Sickness Absence **nhsemployers.org/-/media/Employers/Documents/Retain-and-improve/HSWPG-Guidelines-on-prevention-and-management-of-sickness-absence.pdf**

NHS Scotland Attendance Management **https://workforce.nhs.scot/policies/attendance-policy-overview/**

## Carer's leave

RCN Time Off Advice Guide **rcn.org.uk/get-help/rcn-advice/time-off-work**

Carers UK (for advice on carers leave) **carersuk.org/help-and-advice/work-and-career**

Gov UK Time off for Dependents **gov.uk/time-off-for-dependants**

NHS Scotland Carer Policy **staffgovernance.scot.nhs.uk/improving-employee-experience/working-well/carers/background-and-carer-policy/**

All Wales Special Leave Policy **nhsconfed.org/-/media/Confederation/Files/Wales-Confed/Wales-Employers/Special-Leave-Policy---English.pdf?la=en&hash=DABC7E52E4CE182DF111E3A8923777C07BEEE87A**

# Domain 2: Equality and inclusion

## The organisation...

- ensure that there is a visible and accountable executive level sponsor for this work who provides a line of communication and reporting back to the organisation

- in partnership with staff, their representatives and staff networks, develops a comprehensive inclusion strategy which is regularly monitored and reviewed

- carries out equality impact assessments on all workplace strategies and policies and steps are taken to remove or mitigate the impact on those who may be disproportionately impacted

- demonstrates and encourages civility, honesty, inclusion and respect as defining features of relationships between all staff, modelled by managers, executives and board members and supported by effective policies on equality and inclusion

- takes a proactive and preventative approach to tackling workplace bullying by promoting a civil, compassionate, and respectful culture and identifies early warning signs and addresses issues promptly

- identifies and proactively addresses the needs of specific groups of workers with protected characteristics for example, culturally appropriate counselling support, menopause at work support and effective processes in place to support staff who have disabilities. Pay particular attention to workers who face multiple forms of discrimination because of their combination of protected characteristics

- supports and promotes staff networks, actively encourages participation, and supports the close working of networks and trade union structures

- sets up a network of equality and inclusion champions and allies to take this work forward and ensures that they are supported with time, resources and information to do this work effectively

- develops and promotes a just and learning culture where staff feel psychologically safe to raise concerns and those concerns are listened to and acted on

- has a process in place to monitor employment policy and practice across all Equality Act 2010 protected characteristics (or equivalent in Northern Ireland) and acts on trends and hot spots

- is or is working towards becoming a Living Wage Employer and avoids the use of zero-hour contracts

- monitors agency and/or bank work with an aim to create sustainable, substantive opportunities for nursing staff to apply wherever possible

- ensures that managers are skilled and supported to implement policies on inclusion and equality

- has robust and transparent job evaluation practices which are adhered to and ensure that the skills, competencies, and knowledge required for the role are reflected in pay determination.

## At a department/unit/team level...

- organisational strategies and policies related to equality and inclusion are implemented and monitored at a local level

- there are regular check ins with staff or their representatives on their perceptions of fairness within the department/team/unit

- local data on protected characteristics is reviewed and any necessary remedial actions are taken

- action is taken to support staffs' needs at a local level – for example,  facilitating reasonable adjustments

- local safety concerns are addressed, and staff are encouraged to report near misses or undesired circumstances. Feedback is given to staff on what actions have been taken to address their concerns

- local concerns around bullying, harassment, and abuse are addressed promptly and support is sought from independent staff leads/local unions, where necessary

- staff are supported to attend and participate in staff networks

- managers and staff are able to participate in learning and development opportunities related to equality and inclusion.

## Signposts and further information

### Diversity, equality and discrimination

RCN online advice **rcn.org.uk/get-help/rcn-advice/discrimination**

RCN's Inclusion Cafe campaign **rcn.org.uk/employment-and-pay/inclusion-cafe**

NHS England Equalities and Health Inequalities **england.nhs.uk/ourwork/gov/equality-hub**

NHS Employers: Diversity **nhsemployers.org/retention-and-staff-experience/diversity-and-inclusion**

Equality Commission Northern Ireland **equalityni.org/Home**

Equality and human rights commission **equalityhumanrights.com**

RCN (2017) Disability Passports: The RCN Peer support guide **rcn.org.uk/publications**

NHS England – workforce equality and inclusion **england.nhs.uk/about/equality/workforce-eq-inc/**

NHS Leadership Academy **leadershipacademy.nhs.uk/resources/inclusion-equality-and-diversity/**

NHS Employers **nhsemployers.org/retention-and-staff-experience/diversity-and-inclusion**

NHS Staff Council Guidance Relating to Disability nhsemployers.org/-/media/Employers/Documents/Pay-and-reward/Guidance-relating-to-disability-28-Jan.pdf

NHS Scotland PIN Policy Embracing Equality, Diversity and Human Rights staffgovernance.scot.nhs.uk/partnership/partnership-information-network/pin-policies-nhsscotland-workforce-policies/

EHRC Equality Impact Assessments equalityhumanrights.com/en/advice-and-guidance/equality-impact-assessments

## Bullying and harassment

RCN (2020) *Third Party Sexual Harassment: Resource for RCN members* rcn.org.uk/professional-development/publications/rcn-third-party-sexual-harassment-resource-uk-pub-009216

RCN (2015) *Bullying and Harassment: A good practice guidance on preventing and addressing bullying and harassment in health and social care organisations* rcn.org.uk/professional-development/publications/pub-004969

ACAS: Discrimination, bullying and harassment acas.org.uk/discrimination-bullying-and-harassment

NHS Scotland Dignity at Work project staffgovernance.scot.nhs.uk/improving-employee-experience/dignity-at-work-project/dignity-at-work-toolkit

NHS Scotland Bullying and Harassment Policy https://workforce.nhs.scot/policies/

Social Partnership Forum (NHS England) Creating a Culture of Civility, Compassion and Respect socialpartnershipforum.org/priority-areas/creating-a-culture-of-civility,-compassion-respect/

Labour Relations Agency Northern Ireland (2006) Harassment and bullying in the workplace lra.org.uk

CIPD Employment Law on Bullying and Harassment at work cipd.co.uk/knowledge/fundamentals/emp-law/harassment#gref

## Raising concerns and Just Cultures

RCN (2020) Raising Concerns: a guide for RCN members rcn.org.uk/support/raising_concerns

Social Partnership Forum 'Raising Concerns' socialpartnershipforum.org/1337

All Wales Raising Concerns (whistleblowing) policy wales.nhs.uk

King's Fund The importance of psychological safety kingsfund.org.uk/audio-video/importance-psychological-safety

NHS Providers (2020) Psychological safety and why it matters http://nhsproviders.org/news-blogs/blogs/psychological-safety-and-why-it-matters

NHS Improvement, Just Culture Guide chfg.org/updated-just-culture-guide-nhs-improvement/

Incivility in the NHS chfg.org/incivility-in-the-nhs/

NHS Improvement, Just Culture Guide youtube.com/watch?v=zje765OEggs

All Wales Raising Concerns Policy wales.nhs.uk/document/240483/info/

NHS Resolution: Being fair on Accountability resolution.nhs.uk/resources/being-fair-report/

## Living wage

Living Wage Living Wage Foundation livingwage.org.uk/employers

## Job evaluation

RCN Guidance rcn.org.uk/employment-and-pay/nhs-job-evaluation

ACAS acas.org.uk/job-evaluation-considerations-and-risks-advice-booklet

Equality and Human Rights Commission equalityhumanrights.com/en/advice-and-guidance/job-evaluation-schemes

NHS Job Evaluation nhsemployers.org/pay-pensions-and-reward/job-evaluation

NHS Job Evaluation Group Guidance nhsemployers.org/pay-pensions-and-reward/job-evaluation/job-evaluation-group-advice

# Domain 3: Workplace health, safety and wellbeing

## The organisation...

- has access to competent advice on health and safety, including advice on work related violence reduction

- has access to competent advice on occupational health

- provides or signposts staff to sources of specialist mental health support and counselling

- has systems in place to ensure that staff are able to self-refer for occupational health and mental health advice/support and able to attend in working hours

- has a health and safety policy which clearly identifies responsibilities for health and safety management and reporting mechanisms. The policy is communicated to all staff

- identifies and implements the health and safety and wellbeing training needs of all managers and staff

- has a health and safety management system in place including monitoring systems to assess the effectiveness of their control measures including assessing incident report data, sickness absence data and proactive inspections and audits

- consults with employees on health and safety matters. In organisations where the RCN is recognised, this should be via recognised trade union safety representatives. Where the RCN is not recognised this should be via employees directly or an elected representative of employee safety

- ensures that staff have access to welfare facilities including rest rooms, locker, and showers

- has a strategy and policy on supporting the mental health and wellbeing of staff which is developed with staff and their representatives

- has policies and procedures for addressing unacceptable behaviour from patients and service users in all care settings

- identifies, assesses, and puts control measures in place for all health and safety risks to nursing staff including (but not limited to):

  - work-related stress (following HSE's stress management standards approach)

  - work-related violence

  - third-party harassment

  - lone working

  - biological hazards (such as sharps injuries)

  - dermatitis

- slips and trips

- chemical hazards (including cytotoxic drugs and cleaning chemicals)

- moving and handling/ergonomic risks (patient handling, postural risks and use of display screen equipment/mobile devices)

- driving

- home working

- environmental issues including asbestos exposure, temperatures, ventilation, and lighting

- risk assessments of new an expectant mothers or young workers are in place.

- takes a holistic view on health and safety risks and wellbeing issues related to protected characteristics including (but not limited to) age, gender, ethnicity and disability. This includes the interface between the menopause and work; domestic abuse; reasonable adjustments; age related risks to workers' health and safety and third-party harassment. See also the Inclusion Domain on **page 14**

- recognises the consequences of poor staffing levels and the impact on the physical and physiological health of nursing staff is assessed and puts measures in place to mitigate risks.

## Pandemic specific

- has strategic planning and processes in place to promptly respond to pandemics

- ensures joined-up working between infection prevention and control, health and safety, estates and facilities and occupational health staff

- ensures that planning, and response to the pandemic, is done in consultation with staff side organisations

- ensures that risks to staff health and safety are assessed and acted on including identifying individuals more at risk from the pandemic and pregnant staff, environmental risk factors such as ventilation/delivering care in a patients' home and factors associated with the type of care being delivered. Risks are regularly reviewed when circumstances change, or incidents occur

- has mechanisms are in place for reporting incidents including near misses and undesired circumstances. Mechanisms are in place to ensure RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations, 2013) reporting is happening at a local level

- has training is in place for donning and doffing PPE, the importance of fit testing of respiratory protective equipment and how to fit check

- ensures that supply routes and mechanisms for accessing PPE are robust and capacity to fit test staff is built into the system (for example, sufficient access to trained and competent fit testers)

- has systems are in place to highlight and report issues relating to lack of access to or faulty PPE

- ensures effective communications systems are in place to ensure staff are kept up to date with developments and actions they need to take to protect themselves and others
- has facilities such as lockers, showers and rest areas provided for staff which can be accessed safely
- has systems in place to assess and mitigate the risk of fatigue, dehydration and heat stress for staff working in pandemic environments
- has vaccination programmes in place which are accessible to all staff and the benefits of vaccination are communicated
- ensures that staff who are redeployed to work from home or other environments are subject to risk assessments and measures are put in place to reduce the risk of harm to staff
- supports and informs staff on recognising early warning systems of burnout and moral distress
- has mechanisms in place to support the mental health of staff including access to bereavement support and signposts to counselling or other psychological interventions.
- identifies and learns from previous pandemics and their impact on staffs' physical and psychological health.

## At a department/unit/team level...

- policies and risk assessments relating to health and safety and wellbeing are fully implemented
- staff are clear on department/unit/team level health and safety responsibilities and how to report incidents
- staff are actively encouraged and supported to report health and safety incidents including near misses and undesired circumstances such as unsafe staffing or lack of equipment
- staff and managers are supported to attend health and safety and wellbeing related events and training
- managers consult with staff and their representatives on local issues relating to their health safety and wellbeing
- managers support local safety representatives to carry out their role and functions as per the regulations
- there are processes for escalating concerns about health and safety issues through established procedures
- mechanisms are in place to feedback to staff actions taken following specific incidents and learning that has taken place
- managers and team leaders take steps to actively support the mental health of their teams and implement organisational wide initiatives at a local level.

# Signposts and further information

RCN (2020) Staffing for Safe and Effective Care resources **rcn.org.uk/employment-and-pay/safe-staffing**

Health and Safety Executive **hse.gov.uk**

Health and Safety Executive Northern Ireland **hseni.gov.uk**

RCN (2013) *Sharps safety – RCN Guidance to Support the Implantation of the Health and Safety (Sharp Instruments in Healthcare Regulations)* **rcn.org.uk/professional-development/publications/pub-004135**

RCN (2020) *Self-care during COVID-19* **rcn.org.uk/professional-development/publications/pub-009215**

RCN (2020) *Tools of the trade – Guidance for Health Care Staff on Glove Use and the Prevention of Work-related Dermatitis* **rcn.org.uk/professional-development/publications/rcn-tools-of-the-trade-covid-19-pub009109**

RCN Skin Health **rcn.org.uk/clinical-topics/infection-prevention-and-control/skin-health**

ACAS: Health and Wellbeing **acas.org.uk/health-and-wellbeing**

Health and Safety Executive: The Workplace Health and Safety Standards **hse.gov.uk/healthservices/hswpg.htm**

National Institute for Health and Care Excellence guidelines **nice.org.uk/guidance/settings/workplaces**

NHS Scotland Promoting healthy lives **healthyworkinglives.com/advice/workplace-health-promotion**

Northern Ireland **publichealth.hscni.net**

NHS Staff Council Guidance on health, safety and wellbeing **nhsemployers.org/engagement-and-networks/nhs-staff-council/health-safety-and-wellbeing-partnership-group/hswpg-guidance**

Managing Health at Work Partnership Information Network (PIN) Guideline **gov.scot/collections/nhsscotland-pin-policies/**

# Domain 4: Learning and development

## The organisation...

- commits to being a learning organisation

- recognises the value of partnership working to promote and protect learning in the workplace

- understands the value of learning in creating and maintaining a healthy workplace

- is compliant with mandatory and statutory training requirements relating to health and safety in the workplace and the training is fit for purpose

- provides everyone with the opportunity to complete the training during paid work time and with access to IT if the training is online

- provides suitable and appropriate facilities for staff to access both classroom and IT-based learning

- supports staff who may have literacy, numeracy and IT skills that are preventing them from completing their mandatory training

- provides fair access to training and learning and development opportunities for all staff during working time so that they are able to practice safely

- provides work related training which is counted as working time and that staff are paid or given time off in lieu for completing

- mentors and supervises nursing staff effectively and provides nursing staff with the training to enable them to be effective supervisors

- supports nursing staff to meet relevant professionals standards for continued professional development (CPD) as set out by the Nursing and Midwifery Council's revalidation requirements and other bodies including the Scottish Social Services Council

- recognises the value of life-long learning and the benefits of learning that is not work related but can support staff to lead healthy and happy working lives develop the numeracy, literacy and digital technology skills of employees.

## At a department/unit/team level...

- managers support staff to access work related learning and development/mandatory training in working hours and in suitable environments

- managers implement timely and effective appraisals for all staff and use the appraisal process to identify staff training and development needs including CPD to support re-validation

- managers ensure that effective mentorship and supervision is in place to support nursing staff.

## Signposts and further information

RCN Professional Development **rcn.org.uk/professional-development**

RCN Practice-based learning resources **rcn.org.uk/professional-development/practice-based-learning**

RCN First Steps for Health Care Assistants **rcnhca.org.uk**

RCN Revalidation **rcn.org.uk/professional-development/revalidation**

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