

Staff Story Working Through Cancer			
Meeting	Board of Directors		
Date	1 May 2019	Agenda item	26
Lead Director	Jo Harvey, Director of HR & Organisational Development		
Author(s)	Hayley Grey, HR Business Partner		
To Approve	<input type="checkbox"/>	To Note	<input type="checkbox"/>
		To Assure	<input checked="" type="checkbox"/>

Link to strategic objectives & goals - 2017-19	
<i>Please mark ✓ against the strategic goal(s) applicable to this paper</i>	
Our Patients and Community - To be an outstanding trust, providing the highest levels of safe and person-centred care	
We will deliver outstanding, safe care every time	✓
We will provide more person-centred care	
We will improve services through integration and better coordination	
Our People - To value and involve skilled and caring staff, liberated to innovate and improve services	
We will improve staff engagement	✓
We will advance staff wellbeing	✓
We will enhance staff development	
Our Performance - To maintain financial sustainability and support our local system	
We will grow community services across Wirral, Cheshire & Merseyside	
We will increase efficiency of corporate and clinical services	✓
We will deliver against contracts and financial requirements	

Link to Principal Risks in the Board Assurance Framework - please mark ✓ against the principal risk(s) - does this paper constitute a mitigating control?	
Failure of organisations across the system to delegate appropriate authority to support the integrated care system (Healthy Wirral)	
Failure to engage staff to secure ownership of the Trust's vision and strategy	
Increasing fragility of the social care market	
The impact of the outcome of the Urgent Care Review compromising financial stability and the future model of care	
Services fail to remain compliant with the CQC fundamentals of care leading to patient safety incidents and regulatory enforcement action and a loss of public and system confidence	
Inability to implement the Trust's clinical transformation strategy and preferred model of care - Neighbourhood care	

Commissioning decisions do not promote integrated working across the health and care system	
Failure to build the workforce skills and infrastructure to transform services to meet the demographic needs of the workforce and population	
Security of public health funding and subsequent contractual decisions impacting on the range of services provided to Wirral & Cheshire East	
Failure to foster, establish and manage the right partnerships that enable a response to commissioning intentions	
Development of place-based care outside of Wirral, limits the Trust's ability to expand/retain services in these areas	
Failure to deliver the efficiency programme	
Failure to achieve all the relevant financial statutory duties	
The impact of the outcome of the Carter Review on community services benchmarking on commissioning decisions	
Impact of supporting the delivery of the 3-year financial plan and future sustainability of the Wirral system	

Link to the Organisational Risk Register (Datix)
N/A

Has an Equality Impact Assessment been completed?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
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Paper history		
Submitted to	Date	Brief Summary of Outcome
		Monthly submission

Staff Story Working Through Cancer

Purpose

1. The purpose of this paper is to share a staff story with the Board of Directors to aid understanding of the experience of employees working in the trust.

Executive Summary

2. In 2018-19, there were 19 sickness absence episodes due to cancer at Wirral Community Health and Care NHS Foundation Trust and 12 of these were long term, lasting between 2 and 14 months. The Education & Workforce Committee has been informed regularly of the impact of such cases on both individuals and teams.
3. In this staff story, the individual currently working as Compliance and Assurance Officer, talks about her experience of working through cancer with the support of various managers and the Trust.

Background

4. The member of staff in this story was diagnosed with breast cancer in 2014. Following successful treatment and a period of remission, she was diagnosed with incurable metastatic secondary breast cancer in 2016. She underwent a lung resection in September 2018 and following a short period of remission, the cancer has returned in both lungs. She is now receiving treatment through a clinical trial.

Support to work through cancer

5. During her initial diagnosis, the individual sought support from her line manager to remain in work during her treatment.
6. The manager supported her by offering flexible working patterns and time off for treatment and appointments. In turn, the individual scheduled radiotherapy appointments outside of work time where possible and worked her contracted hours over 7 days week, including evenings.
7. The member of staff has been open about her diagnosis and was supported by her manager who explained to colleagues that her work pattern would differ each week.
8. When the individual was diagnosed with secondary breast cancer, she describes the emotional support from her manager and colleagues as key to her personal ability to deal with her diagnosis.
9. The individual received targeted chemotherapy which again meant she could choose to stay in work and the trust again supported her to work flexibly.
10. The individual suffers from side effects as a result of her treatment, specifically fatigue, so working flexibly allows her to ensure she can rest when she needs to and make up any time lost during the week.
11. The individual gained a secondment as Compliance and Assurance Officer in 2018 and her line management changed. At the same time, the cancer returned and she began a trial with The Christie in Manchester.

12. The staff member praises the support she received from her new line manager and colleagues, again supporting her to work flexibly and attend appointments.
13. The individual has a trust laptop which she uses to support her to work from home or during her treatment sessions at The Christie.
14. The individual also practices self-management to look after her own wellbeing but cites work as a part of this. She feels working improves her mental health due to the support she receives from her colleagues.
15. The individual describes the support she has received from the Trust as a partnership approach. She aims to be flexible so that the arrangement benefits both her and the organisation.
16. By working in this way with employees, staff absence can be reduced, staff wellbeing is enhanced, there are fewer gaps in service provision and staff feel valued and supported.
17. The support received has enabled the individual to minimise her sickness absence and remain in the workplace.
18. The individual explains that she has not been asked to remain in work by her managers and that her choice to do so is not for everyone, however, it has only been possible due to the proactive health and wellbeing support provided by the trust.

Leadership for All

19. The Trust has developed a leadership model which:
 - Helps staff identify what their current leadership skills are
 - Highlight areas where staff may need some additional support
 - Identifies development and experience opportunities for staff interested in increasing their leadership skill
20. The Leadership Model is made up of 5 levels, which broadly apply as follows:
 - **Core:** All staff
 - **Essential:** Line managers, registered clinical staff, health advisors and project leads
 - **Proficient:** team leaders, clinical specialists and advanced practitioners and senior project leads
 - **Strong:** Service leads and professional leads
 - **Exemplary:** Divisional managers, heads of service and executives
21. Within each level there are 5 leadership behaviours, all of which have been proven to be important in a healthcare organisation:



22. The member of staff in this story has led by example, choosing to access support to work through her cancer diagnosis demonstrating commitment and responsibility. Additionally, those who have supported her have shown care, compassion and teamwork in supporting the individual to remain in the workplace but working flexibly to meet her specific needs.
23. It is important to recognise that every case of cancer or long term illness will be different, and an individual approach will be required for each employee depending on their illness and personal circumstances. However, this case demonstrates the positive impact that proactive and flexible management can have, as well as the benefits of remaining in work for the individual where this contributes to their mental wellbeing.

Board Action

24. The Board of Directors is asked to note this individual's experience of working through cancer and how the trust is actively supporting staff to stay well and remain in work where possible.

Hayley Grey
HR Business Partner

18 April 2019