

Challenge One: Safety and Compliance

Blood and Transplant

Challenge One: Safety & Compliance	Challenge Two: Sufficiency of Supply	Challenge Three: Clinical	Challenge Four: Donor Experience	Challenge Five: Our People	Challenge Six: Efficiency
We will always put safety and compliance first	We will always prioritise the impact and opportunities to maintain a stable sufficient supply of products	We will be evidence based in our decisions to drive improvement	We will continue to listen to our donors and other services including blood organisations to challenge ourselves to continuous improvement	We will strive to ensure that Blood Donation is a great place to work	We will modernise and enhance our working models and drive efficiency and transformational change for the benefit of our donors and employees

Priorities

1. We will always strive towards improving the Health, Safety & Wellbeing of our donors and our employees
2. Through horizon scanning, we will ensure that our processes and systems stay ahead of the required regulatory or transformational change to ensure regulatory compliance is maintained
3. While continuing to push the boundaries and apply innovative thinking, we will always operate within a framework of safety and compliance
4. We will embrace the developing understanding of Human Factors in the organisation and utilise the emerging tools and resources to help inform process design and procedural compliance
5. We will examine the impact of Brexit on our business practice e.g. linked to procurement, contracting and people and the need to share and learn within Blood Donation

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Theme 1 Leadership- Health, Safety and Wellbeing high visibility- Business as usual

1.1 Managers/Leaders will drive safety and wellbeing leadership by:

- Regularly visiting departments and use human factors safety techniques;
- Benchmark safety and wellbeing practices with outside organisations;
- Promote innovation and continuous improvement through a behavioural safety culture.

1.2. Managers/Leaders will lead in developing preventative safety and wellbeing practices by:

- Monitoring accidents and near misses and act on our findings;
- Providing resources and wellbeing for safety development;
- Supporting plans to develop our safety and wellbeing.

1.3. Managers/Leaders with stakeholders will develop strong safety and wellbeing partnerships by:

- Working with communities to improve wellbeing links;
- Working to engage colleagues at all levels;
- Working with contractors and suppliers through change to planning, marketing and donation technology
- Working closely with other business support areas and directorates e.g. QA, Corporate risk, Clinical, Business Continuity.

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Theme 1 - Measures

HS&W team will liaise with the HS&W Co-ordinator, BDLT and SMT to identify and implement risk led improvement projects based on **trend analysis**.

HS&W Plan is monitored through quarterly updates on progress by HSW team to BDLT and SMT.

HS&W plan is monitored by the HS&W Co-ordinator for BD through quarterly progress reports to the Policy Group using RAG status in Scorecard.

HSW Co-ordinator feeds back key points from OH Standards Group and Policy Group to SMT and this is captured in SMT minutes.

Sharing of lessons learned from:

- Accidents/Incidents/Near miss trending. Monitored and reported monthly to Heads of Region.
- Lost time accidents monitored and reported monthly to the SMT.
- Promotion and use of Health, Safety and Wellbeing topic sheets, monthly.
- This will include monthly;
 - Management **observations / toolbox talk**
 - SMT member observations.
 - **Skin care observations.**

Review and report to BDLT and SMT the numbers of reported accidents within the BD Directorate and encourage increases in level 4 reporting.

Directorates HS&W coordinators to engage with outside partners in carrying out HS&W benchmarking. Achieve benchmarking level in comparison with private sector organisations.

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Theme 2 Safety Culture Moving to Prevention Culture - It's just the way it is done around here

2.1. Managers/Leaders will implement and manage safety & wellbeing plans by:

- Effectively managing health and Wellbeing risks;
- Monitoring the increase of near miss reporting;
- Reducing serious incidents;
- Maintaining Health, Safety and Wellbeing mandatory training within the compliance target;
- Increasing take up of Wellbeing initiatives.

2.2 Managers/leaders will challenge bad practices and champion change by:

- Adopting a just culture approach in accidents/incidents root cause Analysis;
- Consistently utilise the Human Factors principles in Root Cause Analysis;
- Encouraging Peer to Peer safety observations using human factors techniques.

2.3. Managers/Leaders to identify "lessons learned" for lost time accidents and near misses by:

- Encouraging incident and near miss reporting;
- Investigating all injuries and incidents and understand the causes to identify lessons learned;
- Completing all Corrective and Preventative Action (CAPA) and communicate lessons learned;

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Theme 2 - Measures

Reduction in harm monitored monthly.

Reduction in Directorate level 1 – 3 accidents 10% annually, with long term aim of zero harm.

Each Dept / Area identifies at least 2 objectives with specific HS&W performance targets to meet and completes these in addition to the objectives identified in the National HSW plan

10% increase in Directorate level 4 reporting – Low harm / no harm incidents

Promote preventative safety culture monitored monthly.

Implement Human Factors techniques learned by managers on Culture change training improve safety and reduce incidents.

Simplify and reduce the number of BD specific HS&W controlled documents by March 2020.

Completion of management inspection forms each month

Training monitored by SMT who will ensure managers;

Sustain a minimum of 95% HS&W Mandatory training compliance on their teams.

Implement the Human Factors approach to Safety and Wellbeing agreed as part of the Leadership/Management ladder training.

Maintaining accreditation:

Full co-operation with the HSW team in maintaining the Certification to OHSAS18001 and support in the migration to ISO45001

Risk assessments.

Risk assessment reviews and actions monitored at directorate level and led by HS&W coordinators monthly.

Risk management group to manage national model risk assessments.

100% BD risk assessments to be kept in date measured monthly through HOR updates.

Reduction of moderate risk levels to low through process of annual review and statistical analysis.

Reduction in numbers of risk assessments on the system through removal of local risk assessments where appropriate

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Theme 3 Wellbeing - Reduce mental and physical illnesses help staff to contribute at work

Managers/Leaders will develop strong wellbeing partnership with colleagues by:

- Increasing usage of targeted wellbeing initiatives;
- Evaluating the wellbeing initiatives;
- Organising plans for mental wellbeing;
- Reviewing wellbeing data alongside sickness absence.

Managers/Leaders will Communicate safety and wellbeing positive messages by:

- Clearly communicate requirements and expectations to our colleagues;
- Clear communications plan supporting local needs;
- Participating in mental health campaigns;
- Developing and encouraging Mental Health First aider champions.

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Theme 3 - Measures

Increase in opinion survey score "My organisation takes positive action on health and wellbeing"
 Increase in opinion survey "I feel safe and secure in my working environment" scores

Quarterly regional decrease in numbers of staff on reasonable adjustment.

All reasonable adjustments to be reported, recorded and reviewed appropriately in the Tailored adjustment agreement plans.

Flu target maintained at 60% all colleagues.

Flu target increase to 70% frontline colleagues in 5 years.

Managers to use the Mental Health proactive intervention processes in support with the HSW team and HR direct.

Blood Donation OHW missed appointments to be reduced by 25% against 2018/9 numbers.

Musculoskeletal – Increase physiotherapy interventions by 5% on identified Musculo-skeletal cases to assist their return to work.
 Managers to make use of the Work related stress management tools on People First to help reduce the number of stress related sickness absences.

Reduction in numbers of BD staff identified as having stress at work per 100 employees in the directorate.

Mental Health and Wellbeing Champion to be developed in all areas of the directorate and be in place by March 2020.

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Theme 4 Communication - Engagement/Influence and Learning Organisation

Managers/Leaders will communicate positive safety and wellbeing messages by:

- Completing informal observations and communicate outcomes to colleagues;
- Individually coaching colleagues where appropriate;
- Ensuring interventions are accessible for employees.

Union Colleagues will engage in positive contributions to the safety culture by:

- Encouraging personal responsibility and accountability for safety and wellbeing to be developed;
- Colleagues will look out for each others safety and challenge unsafe acts or conditions;
- Colleagues will provide suggestions for improvement;
- Becoming a learning organisation by communicating and sharing learning.

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Theme 4 - Measures

HSW messages to be communicated using; Team brief. Weekly ops update, CPC reports, SMT reports, RPC / HOR reports, people first, email, noticeboards, Safety Alerts, Connect magazine

Development of Health, Safety and Wellbeing Information communication through use of social media of any other significant initiative which could have a positive impact on colleagues.

Information communicated to front line colleagues of **date of** the last lost time accident relevant to their dept/area.

Quarterly meeting of the BD sub committee chaired jointly by BD HSW co-ordinator and Union colleagues. Information from this meeting to be shared with the National Health, Safety and Wellbeing Committee and Regional Partnership committees.

Lessons learned communicated to CPCs, Policy Group, Directorate SMTs, National HS&W Committee as an evidence of a learning organisation.