



Norfolk and Norwich University Hospital **NHS**
NHS Trust

Margaret Coomber began her career as a nurse in the NHS. Her role currently as the Executive Director of Nursing and Education includes formal responsibility for health and safety in the NNUH. The CEO also has formal health and safety responsibilities.

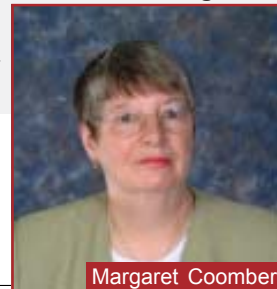
DRIVERS FOR LEADERSHIP

Five years ago the Trust found itself without adequate health and safety advice and support. The Chief Executive, wishing to put safety firmly on the Board's agenda and meet statutory responsibilities, gave formal health and safety responsibility to Margaret. This would give Executive commitment to safety, enable the Trust to achieve compliance with regulatory bodies, and give financial benefits.

■	No. of employees	5,000+
■	Business Sector	Public Healthcare
■	Business Activities	Patient Care
■	Location	Norwich

“Having Margaret as Chair of our Safety Committee has demonstrated a real commitment to health & safety. It also helped to move communications forward in terms of discussing and actioning Trust health & safety issues.”

Louise Colman, Radiographer in Radiotherapy, Staff Representative for UNISON, NNUH

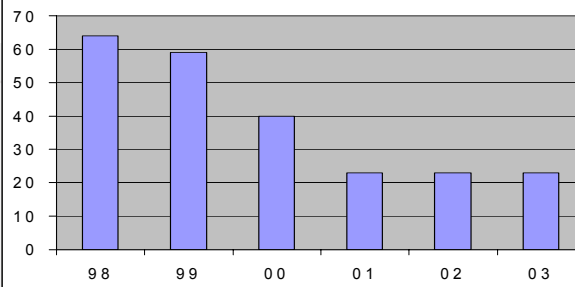


Margaret Coomber

VALUE OF LEADERSHIP

- ☑ Improved communications and understanding between Board and employees on safety issues
- ☑ Improved union and employee relations by risk assessments, action plans and purchasing decisions done jointly
- ☑ Purchasing decisions now explicitly include health and safety considerations, leading to cost savings
- ☑ External audit results show significant improvements in arrangements at Executive level for commitment and involvement

Number of 3 day RIDDOR by year



BENEFITS OF LEADERSHIP

- ☑ Fewer reported injuries in manual handling by introduction of new beds - a reduction of 30%
- ☑ Good relationships with Regulators, avoiding enforcement through co-ordinated organisational actions
- ☑ Reducing costs of the Clinical Negligence scheme for the Trust by over £300K in 2003/04
- ☑ Cost savings by including safety criteria in purchasing
- ☑ Increased employee participation at local safety meetings

“HSE Inspector has verbally indicated that he is pleased to see the improvement in the Executive and Board level commitments to ensuring the involvement of health and safety across the organisation.”

Lyne Ainge, Lead Health and Safety Advisor, Norfolk & Norwich University Hospital



Leadership in Health & Safety





MARGARET'S MESSAGE TO OTHER DIRECTORS...

“Having executive responsibility demonstrates to an organisation clear commitment and a responsibility from the top team. It is absolutely essential that the organisation sees Executive Directors involved in day-to-day health & safety issues.”

HOW WERE ARRANGEMENTS DEVELOPED?

The arrangements were made to meet:

- NHS regulatory standards
- compliance with HSE requirements
- corporate governance guidelines.

This was achieved by auditing against clear standards for health and safety and benchmarking with other NHS Trusts.

The HSE guidance (HS(G)65) gave clarity to the process of setting up organisation of health and safety and managing it on an on-going basis.



CURRENT BOARD ARRANGEMENTS

Margaret and the Chief Executive both have responsibility for health and safety in the Trust.

There is a Trust Risk Manager, appointed by the Chief Executive, and a supporting team of safety advisors, appointed by Margaret, with direct reporting lines to the Chief Executive, Margaret and the Trust Board.

WHAT WAS DONE?

The responsibility for safety was placed with Margaret as it fitted well with her role as Lead Nurse.

With quality, education and governance also under her care, she brings health and safety into many aspects of her wide organisational responsibilities.

DIRECTOR'S ENGAGEMENT

Margaret has acted in three main areas to make health and safety visible to employees and

the Executive:

- making health and safety an integral part of business decision making
- chairing the Trust Health and Safety Committee giving her direct involvement with staff
- management and Union representatives including UNISON, RCN and RCM.

WHAT DOES THE DIRECTOR DO?

“Margaret visibly communicates her focus on health & safety to all levels of the organisation in her communications with them; being seen to listen, getting involved and responding to health & safety concerns.”

Alison May, Trust Risk Manager,
Norfolk and Norwich University Hospital Trust

- Got health & safety formally included in business decision processes, so now integral in procurement decisions
- Actively works with Health & Safety Team and regulatory bodies
- Ensures good communication between Executive and employees
- “Walking the floor” discussing concerns with staff
- Chairs the Trust Health & Safety Committee and made a 2nd Director (Estates) Vice Chair, working with Unions & employee representatives
- Personally sends e-mails to staff congratulating them on RoSPA award achievements
- Attends health & safety open days, procurement assessments, site inspections & accident investigations