

Distribution of Specialty Training: Hygiene Factors checklist

Purpose

This document summarises the key principles of hygiene factors fundamental to postgraduate medical trainees working in the NHS. The resource has been developed for reference of NHS employing trusts to outline the key provisions that should be put in place in order to attract, recruit and retain the postgraduate medical workforce.

Background

“Hygiene factors” are considered environmental factors which are fundamental to how employers treat employees in the workplace. Such factors can include working conditions, rotas, and employment rights. If these factors are absent or limited, this could cause dissatisfaction within the workforce¹.

As part of the distribution of specialty training posts workstream, the remote, rural, coastal and small training locations group identified the following overarching themes:

- Safe / healthy working conditions
- Supportive employer
- Rest and sleep facilities
- Team working
- Effective leadership
- Supportive culture
- Supervision

It is expected that these factors should be in place for all doctors in training, but also for areas that are proposed to receive additional fair share allocation of training resource as part of the distribution of training posts workstream.

This document should be read in conjunction with HEE’s [Quality Framework](#), which sets out the quality expectations within the work-based environment and HEE’s metrics for assessing these. The Hygiene Factors principles outlined here align with and support the delivery of these Quality standards, particularly Domain 1: Learning Environment and Culture and Domain 3: Empowering Learners.

¹ Herzberg, F, Mausner, B, Snyderman B. (1959). *The Motivation to Work* (2nd ed.). New York: John Wiley

Principles of Hygiene Factors Check List

Principle 1: Safe and healthy working conditions		Comments	Achieved √
Principle 1a:	<p>NHS organisations provide healthy working conditions for trainees, which promote and maintain good standards of health and wellbeing.</p> <ul style="list-style-type: none"> ✓ The workplace environment is conducive to health and employee welfare, including drinking water, washing facilities, clean toilets, eating facilities, etc. (Workplace Wellbeing Charter) ✓ Good workplaces make provision for support for day-to-day work e.g., the right size, clean scrubs, and somewhere to change. (GMC: Caring for Doctors, Caring for Patients) 		
Principle 1b:	<p>NHS organisations implement a responsible and safe rota system, making sure trainees are aware and able to take their break and rest entitlements.</p> <ul style="list-style-type: none"> ✓ Make all staff aware of the importance of taking their breaks, and run regular campaigns to encourage it. (BMA: Facilities and Funding Charter) ✓ Introduce England-wide standards (based on UK-wide work available) for the development and maintenance of work schedules and rotas based on realistic forecasting that supports safe shift 		

	<p>swapping, enables breaks, takes account of fatigue and involves doctors with knowledge of the specialty to consider the demands that will be placed on them. (GMC: Caring for Doctors, Caring for Patients)</p>		
Principle 1c	<p>NHS organisations provide a safe working environment for trainees that promotes wellbeing, monitoring their workload and preventing bullying, harassment, or abuse.</p> <ul style="list-style-type: none"> ✓ To make the NHS a consistently great place to work, we will seek to shape a modern employment culture for the NHS – promoting flexibility, wellbeing, and career development, and redoubling our efforts to address discrimination, violence, bullying and harassment. (NHS Long Term Plan) ✓ The leadership and boards of every organisation employing doctors should review programmes to address excessive workload and monitor their impact. (GMC: Caring for Doctors, Caring for Patients) ✓ An effective policy and procedure to tackle bullying and harassment. (Workplace Wellbeing Charter) 		
Principle 2: Supportive employer		Comments	Achieved
Principle 2a	<p>Trainees have access to support services to enable them to address health and wellbeing concerns.</p> <ul style="list-style-type: none"> ✓ All employees should have ready access to a proactive occupational health service that promotes 		√

	<p>staff wellbeing. (NHS Staff and Learners' Mental Wellbeing Commission)</p> <ul style="list-style-type: none"> ✓ An expanded Practitioner Health Programme will help all NHS doctors access specialist mental health support, providing a safe, confidential non-stigmatising service to turn to when they are struggling and need help. (NHS Long Term Plan) 		
Principle 2b	<p>Trainees have a space to reflect, learn and access support following clinical incidents.</p> <ul style="list-style-type: none"> ✓ NHS employers must ensure timely provision of post-incident support for those learning in the NHS which may include peer group support or a formal debriefing. (NHS Staff and Learners' Mental Wellbeing Commission) ✓ All organisations should provide dedicated time for all NHS staff to periodically access a reflective learning space, such as clinical supervision. (NHS Staff and Learners' Mental Wellbeing Commission) 		
Principle 2c	<p>NHS organisations raise awareness of mental health and wellbeing resources to trainees and provide support to them when raising concerns.</p> <ul style="list-style-type: none"> ✓ Provide information about mental health and wellbeing, including work-related stress, and additional further information readily available to staff at all levels. 		

	<p>(Workplace Wellbeing Charter)</p> <ul style="list-style-type: none"> ✓ Ensure employees are aware that mental health and wellbeing issues are valid and people seeking to address these issues are fully supported by the organisation at all levels. (Workplace Wellbeing Charter) 		
Principle 3: Rest and sleep facilities Comments		Comments	Achieved √
Principle 3a	<p>Trainees have access to dedicated rest facilities that are separate to the clinical environment</p> <ul style="list-style-type: none"> ✓ All healthcare employers should provide all doctors with places and time to rest and sleep, access to nutritious food and drink, the tools needed to do their job and should implement the BMA's Fatigue and Facilities charter. (GMC: Caring for Doctors, Caring for Patients) ✓ Ensure nap/rest areas are separate from food preparation or routine break areas, and that the mess is not used for organised shift handovers or other clinical work – it should be an area of rest and not a clinical environment. (BMA: Facilities and Funding Charter) 		
Principle 3b	<p>Trainees have access to sleep facilities to reduce sleep deprivation and fatigue whilst at work.</p>		

	<ul style="list-style-type: none"> ✓ Make sleep facilities available free of charge for all staff who are rostered or voluntarily resident on-call at night. An individual room should be provided. (BMA: Facilities and Funding Charter) ✓ Where possible, provide an appropriate sleep facility for doctors advising that they feel unable to travel home after a night shift or a long, late shift due to tiredness. Where this is not possible, ensure that alternative arrangements are made for the doctor's safe travel home. (BMA: Facilities and Funding Charter) 		
Principle 3c	<p>Trainees have access to food preparation and catering facilities, with healthy and nutritious food options made readily available.</p> <ul style="list-style-type: none"> ✓ A catering facility must be open 365 days a year and provide adequate, varied, efficiently served and freshly prepared meals... Make hot food available if the canteen is closed, through a supply of microwave meals or a similar arrangement. Supplies should be sufficient for all staff on duty, readily accessible to doctors in training, and regularly restocked. (BMA: Facilities and Funding Charter) ✓ The next version of hospital food standards will be published in 2019, strengthening these requirements and pushing further in securing healthy food for our staff and patients. They will include substantial restrictions on HFSS foods and beverages. All trusts will be required by the NHS standard contract to 		

	deliver against these standards. (NHS Long Term Plan)		
Principle 4: Team working		Comments	Achieved
Principle 4	<p>Trainees work in effective and functional multidisciplinary teams.</p> <ul style="list-style-type: none"> ✓ Creating effective clinical teams should be an aspiration for all clinical environments. (AoMRC: Creating supportive environments) ✓ All healthcare organisations should review team working and ensure that all doctors are working in effectively functioning and, ideally, multidisciplinary teams. The teams should have a shared purpose and clear objectives. (GMC: Caring for Doctors, Caring for Patients) 		√

Principle 5: Leadership		Comments	Achieved √
Principle 5	<p>NHS organisations display compassionate leadership that creates a sense of shared purpose and promotes staff wellbeing, performance, and inclusion.</p> <ul style="list-style-type: none"> ✓ Our ability to continue to recruit and retain the best people depends on creating a positive and inclusive culture. (NHS Long Term Plan) ✓ Leaders at all levels have to be able to model the care and compassion they wish staff to show to patients and to each other. Leaders are also required to demonstrate sensitive and effective methods for addressing poor performance. (AoMRC: Creating supportive environments) ✓ There is a need for board-level leadership to be responsible for the mental wellbeing of their staff... our primary recommendation is the creation of board-level NHS Workforce Wellbeing Guardians. (NHS Staff and Learners' Mental Wellbeing Commission) 		
Principle 6: Supportive culture			
Principle 6	<p>NHS organisations provide a supportive and nurturing working environment, empowering trainees to influence the culture and raise concerns when necessary.</p> <ul style="list-style-type: none"> ✓ We will develop a new offer with our people setting out explicitly the support they can expect from the 		

	<p>NHS as a modern employer. This will be framed around the broad themes of creating a healthy, inclusive and compassionate culture, enabling great development and fulfilling careers, and ensuring everyone feels they have voice, control and influence. (NHS Long Term Plan)</p> <ul style="list-style-type: none"> ✓ A supportive organisational culture promotes wellbeing, good workplace behaviours, effective clinical teams and supportive environments. (AoMRC: Creating supportive environments) ✓ An effective policy is in place for whistleblowing. (Workplace Wellbeing Charter) ✓ Clinical leaders and managers should consult doctors (and other healthcare staff) and gather feedback about how healthcare teams are established and maintained, how their work is organised and the response to concerns to ensure a focus on learning not blame. (GMC: Caring for Doctors, Caring for Patients) 		
Principle 7: Supervision		Comments	Achieved √
Principle 7	<p>A dedicated supervisor supports trainees to perform their roles effectively and meet their educational needs.</p> <ul style="list-style-type: none"> ✓ All organisations that employ doctors should ensure management, support, educational and clinical supervision are included in the job plans of those roles, and their workloads are balanced to ensure 		

	<p>protected time to provide these functions. (GMC: Caring for Doctors, Caring for Patients)</p> <p>✓ The relationship between the doctor in training and the supervisor was felt to be of crucial importance for learning. A strong supervisory relationship is supportive, and can provide a safe space for reflection and advice. (AoMRC: Creating supportive environments)</p>		
--	--	--	--

List of Resources

Document	Organisation	Description
Caring for Doctors, Caring for Patients: How to transform UK healthcare environments to support doctors and medical students to care for patients (2019)	General Medical Council (GMC)	Independent report into the wellbeing of doctors and medical students, including eight recommendations to help deliver safe, supportive and inclusive environments, and compassionate cultures across the UK.
Creating supportive environments: Tackling behaviours that undermine a culture of safety (2016)	Academy of Medical Royal Colleges (AoMRC)	Interim report by the Academy of Medical Royal Colleges Trainee Doctors' Group explores bullying and undermining within the medical workforce in the UK. The report looks at current efforts to tackle problems and what further work is required.
Fatigue and Facilities Charter (2018)	British Medical Association (BMA)	The Charter outlines simple steps that can be taken to improve facilities and reduce fatigue, so doctors can safely, effectively and efficiently care for patients.
NHS Staff and Learners' Mental Wellbeing Commission (2019)	Health Education England	The HEE draft Health and Care Workforce Strategy for England announced a new Commission on the mental wellbeing of NHS staff and learners. The Commission's final report makes recommendations to support the mental health and wellbeing of staff and learners as they deliver high quality safe care.
The NHS Long Term Plan (2019)	NHS England & NHS Improvement	A new plan for the NHS to improve the quality of patient care and health outcomes. It sets out how the £20.5 billion budget

		settlement for the NHS, announced by the Prime Minister in summer 2018, will be spent over the next 5 years.
Workplace Wellbeing Charter	health@work Consultancy Services	An accreditation from the Workplace Wellbeing Charter demonstrates your organisation's commitment to improving the lives of those who work there. The standards include fundamental elements of wellbeing in the workplace.