Caring for Staff: The NHS Wales Staff Psychological Health and Well-being Resource

An online resource for leaders, managers and teams, supporting you to increase and promote staff psychological health and well-being in your organisation
Introduction

“The enjoyment of the highest attainable standard of health is one of the fundamental rights of every human being without distinction of race, religion, political belief, economic or social condition.”

World Health Organisation Constitution 2005

This resource provides you with the information and tools you could need to help improve staff psychological health and well-being in your organisation.

- There is a wide range of information from an introduction to staff psychological health and well-being, to evidence on the benefits to your organisation, practical case examples and top tips and tools to help you embed staff psychological health and well-being within your organisational culture.

- Staff psychological health and well-being is the responsibility of every person in the organisation. The information in this toolkit will be useful across all staff groups including clinicians, line managers, senior leaders, Workforce & OD and health, safety and well-being specialists.

- This toolkit has been closely modelled on the Staff Engagement Toolkit developed by NHS Employers and adapted for use in NHS Wales by the WDW Staff Engagement project group.
User Guide

• This interactive toolkit has been developed as a guide to help you improve the psychological health and well-being of staff in your organisation

• After reading this, you can navigate your way around the rest of the resource to get detailed information to help improve staff psychological health and well-being in your organisation

• This resource is a ‘click and go’ guide which enables you to find the information you want on specific topics quickly and directly

• The contents page shows what each section of the document covers. Click the section you want and you will go straight to it

• When you are at a section page, click on the topic you are interested in to find out what information and tools are available. You can click on the button at any time if you want to return to the contents page.
Navigation guide

To help you navigate your way around the resource there are a number of clickable buttons that take you back or forward to set places in the resource:

- Takes you back to the beginning
- Takes you to the contents page
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- What is Staff Health and Well-being? page 14
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NHS Wales Principles of Health and Well-being

There is now a wealth of research which shows that good staff health, well-being and engagement is vital for ensuring that the NHS can meet the challenges of:

- Delivering comprehensive and consistent high-quality patient care
- Continuing to improve services within resource and financial restraints
- Reinforcing and supporting public health promotion and prevention initiatives
- Attracting and retaining staff and being recognised as an employer of choice.
NHS Wales Principles of Health and Well-being (cont.)

The case for investing in the improvement of staff health and well-being is made very clearly in Boorman’s Review of the Health and Well-being of NHS Staff which was commissioned by the Department of Health in 2009. He gathered a wealth of evidence on the state of health and well-being in the NHS, its impact on quality of care, and cases of best practice. The review found clear links between staff health and well-being and the three dimensions of service quality:

- Patient safety
- Patient experience
- The effectiveness of patient care.

Within the final Boorman report, twenty recommendations are grouped into three key areas and these provide a framework for the change agenda which aims to put staff health and well-being at the heart of the NHS. The three key areas are:

- Improving organisational behaviours and performance
- Achieving an exemplar service
- Embedding staff health and well-being in NHS systems and infrastructure.

“Staff health and well-being needs to be seen as central to the NHS and recognised as a crucial issue at board level as much as at ward level. Staff health and well-being is not just the responsibility of occupational health departments or well-being advisers – it is the responsibility of every single member of staff. Making this happen requires nothing less than a sea change in the way in which staff health and well-being is perceived.”
NHS Wales Principles of Health and Well-being (cont.)

introducing the Concept of organisational Health

- Organisational health refers to an organisation’s ability to achieve its goals based on an environment that seeks to improve organisational performance and support employee well-being.
- Achieving organisational health requires that we think more broadly about health and well-being.
- Instead of focusing solely at the level of the individual employee, we need to pay attention to the range of complex, inter-related factors that influence individual well-being (such as organisational culture, leadership, environment and engagement).
- A systemic view of organisational health and employee well-being goes beyond the traditional, narrow focus on individual employee health and well-being.

- It recognises that in order to perform effectively and deliver quality, affordable patient care, it needs healthy individual employees, healthy teams and a healthy organisational culture (and that these factors are interdependent).
- This requires effective processes, policies and systems across multiple layers of the organisation, supported by senior leadership and giving support to managers and staff.
- A two-staged model for organisational health performance was suggested by the NHS Institute for Innovation and Improvement.

- The model implies that:
  - organisational health improves employee well-being and
  - healthier employees lead to improved organisational performance.

To download a copy of the report Organisational Health: A new Perspective on Performance Improvement? click here: http://www.institute.nhs.uk/quality_and_value/introduction/organisational_health:_a_new_perspective_on_performance_improvement11%3F.html
NHS Wales Principles of Health and Well-being (cont.)

- A range of studies suggest that the most effective approach to improving staff well-being involves improving leadership and management practices, as well as other aspects of organisational climate.

- In the NHS, where staff costs make up a significant percentage of overall costs, a long-term strategic approach to developing a healthy organisation and a healthy workplace is needed to safeguard the investment in staff and to provide improved service delivery for patients.

Developing and implementing a systemic approach to organisational health and staff health and well-being is fully consistent with the following initiatives:

- **Our Healthy Future** (2010) which sets out the strategic direction for public health in Wales and identifies one of the ten priority areas as “Improving health in the workplace”:
  

- **Together for Health** (2011):
  

  See page 11

- **Making Every Contact Count**: NHS organisations have the opportunity to influence and improve the health and well-being of a significant proportion of the local community, i.e. their own staff, who in turn can support others in the community to make changes for better health and well-being.

  [http://makingeverycontactcount.co.uk/index.html](http://makingeverycontactcount.co.uk/index.html)

- **The Corporate Health Standard**:


  See page 12

- The NHS Wales Staff Health and Well-Being Charter Caring for People who Care

  See page 13.
In 2011 the Welsh Government published *Together For Health – A Five Year Vision for the NHS in Wales*.

At a national level, the key staff health and well-being messages are:

- The NHS must be an exemplar employer in ensuring the health and well-being of its staff if it is to make a real impact on public health.
- Good staff health and well-being improves the quality of services for patients.
- Reducing sickness absence and improving staff health and well-being makes a significant contribution to productivity.

Click here to see full document

NHS Wales Principles of Health and Well-being (cont.)

The Corporate Health standard is the quality mark for workplace health promotion in Wales.

Core components of the programme cover the ethos and culture of the organisation, and how employee health and well-being is incorporated into the management process:

- Organisational Support
- Communication
- Employee involvement
- Policies and policy development
- Health and Safety
- Monitoring, evaluation and review.

Mental Health Promotion is one of the eight additional specific components of the programme.

“The workplace can have a positive and negative affect on employees’ mental health. Promoting mental health in the workplace requires an approach that considers the causes of mental distress at work, not solely the symptoms. It is about good management and the development of initiatives to address the underlying issues.”

For more information about the Corporate Health Standard click here: http://wales.gov.uk/docs/phhs/publications/100922corphstdpacken.pdf
The **NHS Wales staff Health and Well-being Charter** *Caring For People Who Care* demonstrates its commitment to encouraging the health and well-being of all its staff and recognises that staff act as role models to the community they serve in promoting and preventing ill health.

All NHS Wales employers will achieve this by:

1. Promoting the health, safety and well-being of all staff.

2. Creating a working environment and culture that produces happy, motivated and high performing staff.

3. Planning services and staffing levels in a way that takes account of the health and well-being of staff.

4. Dealing fairly, consistently and reasonably with staff who have frequent or extended periods of sickness absence.

5. Dealing positively and sympathetically with staff who have a disability, medical condition or injury which affects their ability to work normally and where possible supporting this through reasonable adjustments and work based interventions.

6. Promoting mental health well-being with the same emphasis as that of physical health and well-being and supporting and educating staff to increase confidence and competence when dealing with issues relating to mental ill-health.

7. Monitoring levels of sickness absence for individuals, teams and the organisation as a whole with a view to maintaining effective and safe staffing levels.

8. Ensuring staff are treated with dignity and respect at all times.

Click here to see the Health and Well-being Charter in full.
What is Staff Health and Well-being?

The biggest asset NHS Wales has is its people; the biggest asset they have is their health and well-being

- Health and well-being can be defined as the achievement and maintenance of physical fitness and mental stability
- Health and well-being can be described as the result of a combination of physical, social, intellectual and emotional factors
- There is strong evidence to suggest that work is generally good for physical and mental health and well-being providing that account is taken of the nature, quality and social context of work
- Staff health and well-being at work is demonstrated by the ability to reach the highest potential possible for the individual and the organisation whether or not ill-health or disability is present. It includes:
  - Short term emotional outcomes
  - Long term psychological and physical functioning.

It is demonstrated by productivity, satisfaction with and commitment to work and healthy levels of perceived pressure and experienced anxiety.

staff well-being is a subjective state that takes into account physical, social, emotional, environmental, developmental and occupational considerations all within the context of the workplace.

The time we spend at work is a huge part of our modern lives and the workplace has become a major factor in our general health and well-being. Our experiences at work are important because they affect:

- Our self esteem – how we feel about ourselves
- Our relationships – how we interact with our families and friends
- How we use our leisure time and
- How anxious we are about the future etc.

At the same time, staff health and well-being have a significant effect on organisational performance, employee engagement, turnover and retention.

A person’s overall health and well-being is affected by a number of other factors:

- **a balanced diet** (e.g. improved immunity, feeling healthy, controlling weight)
- **adequate rest and sleep** (e.g. improved concentration, refreshes body, restores energy)
- **regular exercise** (e.g. improved fitness, weight control, circulation, mobility)
- **supportive relationships** (e.g. friends, family, professionals, improved self esteem, self worth)
- **adequate financial resources**
- **stimulating education and leisure activity**.
What is Staff Health and Well-being? (cont.)

Another way of thinking about general well-being is that it is made up of five overlapping and interdependent domains:

- Physical
- Emotional
- Personal Development
- Values
- Organisational / Work

Each of these domains is described and defined with illustrative elements and examples of possible workplace initiatives in the following table:

What’s happening with well-being at work? CiPD Change agenda may 2007
What is Staff Health and Well-being? (cont.)

Possible workplace initiatives to address the different aspects of staff health and well-being

<table>
<thead>
<tr>
<th>domain</th>
<th>elements</th>
<th>examples of well-being activities / initiatives</th>
</tr>
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<tbody>
<tr>
<td>Physical</td>
<td>Physical health</td>
<td>Exercise programmes, healthy menu options, health education and awareness, health checks</td>
</tr>
<tr>
<td></td>
<td>Mental health</td>
<td>Work-life balance targets, conflict resolution training, relaxation techniques</td>
</tr>
<tr>
<td>Working environment</td>
<td></td>
<td>Chill-out areas, ergonomically designed working areas, ecologically sound design</td>
</tr>
<tr>
<td>Physical safety</td>
<td></td>
<td>Personal safety training, safe equipment, safe working practices</td>
</tr>
<tr>
<td>Accommodation</td>
<td></td>
<td>Home working, health and safety</td>
</tr>
<tr>
<td>Values</td>
<td>Ethical standards</td>
<td>Values-based leadership, corporate governance, ethical investment, probity (for example, gifts/hospitality)</td>
</tr>
<tr>
<td></td>
<td>Diversity</td>
<td>Equal opportunities, valuing difference, cultural engagement</td>
</tr>
<tr>
<td></td>
<td>Psychological contract</td>
<td>Job satisfaction, employee commitment, negotiating change</td>
</tr>
<tr>
<td></td>
<td>Spiritual expression</td>
<td>Recognition of employees’ religious and spiritual values and beliefs</td>
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<tr>
<td>Personal development</td>
<td>Autonomy</td>
<td>Team consultation and decision making, management by targets</td>
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<tr>
<td></td>
<td>Career development</td>
<td>Mentoring, guidance, self-awareness, mid-career audits, career breaks and sabbaticals, coaching</td>
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<tr>
<td></td>
<td>Lifelong learning</td>
<td>Access to learning, technical and vocational learning, Investors in People, learning accounts</td>
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<tr>
<td></td>
<td>Creativity</td>
<td>Innovation and creativity workshops and awards</td>
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<tr>
<td>Emotional</td>
<td>Positive relationships</td>
<td>Respect agenda, assertiveness, team building</td>
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<tr>
<td></td>
<td>Resilience</td>
<td>Resilience-building groups, self awareness training, compassion / mindfulness groups</td>
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<td></td>
<td>Emotional Intelligence</td>
<td>Emotional intelligence assessment and training, anger management, emotional labour</td>
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<td></td>
<td>Social responsibility</td>
<td>Community activity, recycling, energy-saving, pollution prevention, public transport</td>
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<tr>
<td>Work / organisation</td>
<td>Change management</td>
<td>Consultation, involvement, change-readiness training</td>
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<tr>
<td></td>
<td>Work demands</td>
<td>Risk assessments, person-job fit</td>
</tr>
<tr>
<td></td>
<td>Autonomy</td>
<td>Control, whistle blowing, risk taking</td>
</tr>
<tr>
<td></td>
<td>Job security</td>
<td>Working hours, shift working, redundancy policy</td>
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What’s happening with well-being at work? CIPD Change agenda may 2007
What is Staff Health and Well-being? (cont.)

Psychological health and well-being is more than just the absence of mental disorders or disabilities.

- Psychological and mental health is a state of well-being in which an individual realises his or her own abilities, can cope with the normal stresses of life, can work productively and is able to make a contribution to his or her community.
- Psychological health and well-being are fundamental to our collective and individual ability as humans to think, emote, interact with each other, earn a living and enjoy life. On this basis, the promotion, protection and restoration of psychological and mental health can be regarded as a vital concern of individuals, communities and societies throughout the world.

So, how common are mental health problems?

- At any one time, one sixth of the working age UK population experience symptoms associated with mental ill health such as sleep problems, fatigue, irritability and worry that do not meet criteria for a diagnosis of a mental disorder but which can affect a person’s ability to function adequately.
- At the same time a further one sixth is dealing with a diagnosable mental health problem such as anxiety, stress or depression.

Research by Mind argues that, despite being good for us in some contexts, work is the biggest cause of stress in people’s lives, more so than debt or financial difficulties. They have found that:

- 1 in 10 people have resigned a job due to stress, 1 in 4 have thought about it
- 19% of staff feel they can’t speak to their managers about stress at work.

Click here for a link to http://www.mind.org.uk/for-business/

- Research shows that 29% of those in full-time employment in the UK are unhappy in their job and 23% of workers had “pulled a sickie” in the last year.
- The NHS Wales Staff Survey 2013 showed that during the last 12 months a third (33%) of employees state that they have been injured, or felt unwell as a result of work related stress.


What is Stress?

The Health and Safety Executive (HSE) defines stress as:

“An adverse reaction people have to excessive pressure or other types of demands placed upon them”

Work related stress can be defined as “a negative and unpleasant condition which may be experienced when a person perceives that they are unable to meet the demands and pressures that are placed on them and which may be associated with a range of ill-health effects, both physiological and psychological”.

There is no such thing as “good stress”.

For a definition and description of a full list of mental Health conditions see www.mind.org.uk
Staff Psychological Health and Well-being: The Legal Context

- All NHS Wales organisations are required to assess health and safety risks to employees, including stress, and to identify measures to reduce risks, under the Health and Safety at Work Act (1974) and Safety at Work Regulations (1999)

- Employees with significant and long term (12 months+) mental health issues which may have arisen or been made worse because of work related stress are also protected under the Equality Act 2010

- All NHS Wales organisations have a duty to ensure that all reasonable steps are taken to protect employees from foreseeable risks that may harm them physically or mentally

- Recent court rulings make it clear that employees who are subject to work related stress should inform their employers and give them the opportunity to implement stress prevention and management procedures.

For other relevant legislation please see:
- The Employment Rights Act 1996
- The Public Order Act 1986
- The Protection of Harassment Act 1997
- Working Time (Amendment) Regulations
How is Staff Psychological Health and Well-being measured at an Organisational Level?

By measuring employees’ well-being directly and comprehensively across all relevant dimensions, organisations are able to develop and deliver a robust approach that is based on facts, needs and priorities. Measurement also enables the effective evaluation of any initiatives undertaken to improve staff health and well-being.

We can measure staff psychological health and well-being:

- By using **staff survey approaches** e.g.
  - NHS Staff Survey Metrics: health and well-being variables
  - Stanford Presenteeism Scale  [http://stresshealthcenter.stanford.edu/research/measures.html](http://stresshealthcenter.stanford.edu/research/measures.html)
  - Bespoke Qualitative methodologies (for example a Relationships at Work Questionnaire).
  
For more information on how to conduct a well-being audit see page 50.

- By using **existing data sets** e.g.
  - ESR Sickness Absence and Turnover Data
  - Stress Mapping Data.

Section 2: The Benefits of Staff Psychological Health and Well-being: The Evidence

- Better Staff Psychological Health and Well-being means better Patient Outcomes page 22
- Better Staff Psychological Health and Well-being means better Financial Performance page 23
- Better Staff Psychological Health and Well-being means better Staff Engagement page 24
- Better Staff Psychological Health and Well-being means better Staff Experiences page 27
The Benefits of Staff Psychological Health and Well-being

*The NHS Health and Well-being Review* states: “Being an exemplar employer in terms of staff health and well-being will:

- benefit individual staff
- support the drive to deliver high-quality healthcare services for all
- reinforce the NHS brand image as a caring and committed employer
- produce real benefits to the NHS bottom line
- reinforce and support public health promotion and prevention initiatives.

Top-class staff health and well-being services are not simply a ‘nice-to-have’ but an essential to deliver a health service fit for the 21st century.”

http://www.nhshealthandwellbeing.org/FinalReport.html

The Health and Safety Executive (HSE) website has more information on the benefits of tackling stress in the workplace to individuals, teams and the organisation:

http://www.hse.gov.uk/stress/furtheradvice/benefits.htm

An evaluation of the benefits of NHS staff health and well-being using data from the *NHS National Staff Survey* (2009) and various routinely collected organisational data sets showed that health and well-being variables are significantly related to

- Patient satisfaction ratings
- MRSA infection rates
- Annual health check performance ratings
- Staff absenteeism rates
- Management practices – in particular, the quality of job design, perceptions of work pressure, support for work-life balance, and the prevalence of well-structured appraisals and well structured team working.11

<table>
<thead>
<tr>
<th>Health and well-being status</th>
<th>expected patient satisfaction</th>
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<tbody>
<tr>
<td>Poor</td>
<td>74.0</td>
</tr>
<tr>
<td>Average</td>
<td>77.5</td>
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<tr>
<td>Good</td>
<td>80.6</td>
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All four health and well-being variables from the staff survey were each related to patient satisfaction in acute trusts

<table>
<thead>
<tr>
<th>Health and well-being status</th>
<th>expected Mrsa infections per 10,000 bed days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>1.41</td>
</tr>
<tr>
<td>Average</td>
<td>1.09</td>
</tr>
<tr>
<td>Good</td>
<td>0.82</td>
</tr>
</tbody>
</table>

The four health and well-being variables from the staff survey were each related to MRSA infection rates in acute trusts

To see the full report, click here:


section 2: the Benefits of staff Psychological Health and Well-being: the evidence
Better Staff Psychological Health and Well-being means better Patient Outcomes

The NHS Health and Well-Being Review\(^2\) cites evidence that makes clear links between NHS staff health and well-being and
– Patient Safety
– Patient Experience
– The Effectiveness of Patient Care.
See http://www.nhshealthandwellbeing.org/FinalReport.html

The Francis Report\(^8\) highlights the need for organisations to create and maintain the right culture to deliver high-quality care that is responsive to patients’ needs and preferences. In responding to the report, the King’s Fund outline a range of steps organisations can take to improve their culture of care – including:

Supporting staff to deliver the best quality care

“Organisations should provide staff with supervision, support and training that is appropriate to the needs of the patients and service users they will be working with. Staff should have opportunities and time to suggest improvements, and in organisations with the right culture of care they will say they feel valued. Individual champions of good patient care should be celebrated, and team leaders should be supported to make good decisions and build great teams, acting as role models for staff in providing the right care. The physical and mental challenges of health care jobs must be recognised, and staff should be given the right support and the opportunity to discuss their experiences.”\(^19\)

For an audio-slide show which explores the links between staff well-being and patients’ experiences of care by Jill Maben, Director of the National Nursing Research Unit at King’s College London, click here: http://www.kingsfund.org.uk/audio-video/jill-maben-exploring-links-between-staff-wellbeing-and-patients-experience-care
Better Staff Psychological Health and Well-being means better Financial Performance

What is the cost of sickness absence due to stress?

- Stress and mental health conditions have become the most common cause of absenteeism from work in the UK.
- Thousands of sick days are taken by NHS staff because of stress and anxiety each year.
- Since 2011 – 9,979 staff members across NHS Wales have been off more than 7 days due to stress / anxiety / depression. This does not take into account unreported reasons which may have been due to psychological factors.
- NICE estimates that the cost of work related stress, depression, and anxiety among NHS staff in the United Kingdom results in a loss of about 4.1 million working days a year at a cost of £700m.
- However presenteeism (where staff attend to work when too unwell to be there, resulting in reduced productivity) is believed to be a greater problem than absenteeism. NICE estimates that about 6.2 million working days are lost in the NHS in the UK through presenteeism at a cost of £1bn.

Long term mental health related sickness absence can be highly detrimental to the employee due to loss of skills, confidence, contact with colleagues and other sources of support.

In addition to the direct costs of sickness absence, other indirect costs from sickness absence and poor staff health and well-being accrue from:

- The use of agency and other temporary staff to cover staff absence (some £1.45 billion a year)
- reduced productivity
- Compromised service delivery
- disruption to and additional pressure on other staff
- recruitment costs to replace staff who leave because of illness or stress. Estimates from the Chartered Institute of Personnel and Development are that it costs more than £4,500 to fill a vacancy and this is likely to be substantially higher for senior clinical and managerial staff
- overtime costs and the costs of employing staff for additional discretionary hours, with the associated risks of stress on staff working long hours
- ill-health retirement, which the NHS Employers Partnership Review of Ill-health Retirement estimated to correspond to an additional cost to the NHS of £150 million a year.
Better Staff Psychological Health and Well-being means better Staff Engagement

- There is a significant evidence base to demonstrate that staff health and well-being and staff engagement are closely linked.
- Happy, healthy employees are more likely to be present, motivated, productive, flexible and cope better with organisational change.
- Better staff engagement is also associated with better patient outcomes and better clinical performance by staff.

To test for links between health and well-being and staff engagement in the NHS, researchers at Aston Business School performed statistical analyses to compare the two factors and found where NHS organisations have high levels of staff engagement, there are correspondingly high levels of staff health and well-being.

For more information on improving staff engagement click here: Engaging your staff: the NHS Wales staff engagement resource.
Better Staff Psychological Health and Well-being means better Staff Engagement (cont.)

- Employee engagement is unlikely to be sustainable unless it is linked to employee well-being.
- ‘Transactional engagement’ occurs when staff appear engaged, e.g. by working longer hours, putting in extra effort, but they do not feel or think in an engaged way – and this type of engagement is associated with negative impacts on staff well-being²⁵ (physical and psychological health problems, burnout, increased sickness absence).
- When staff feel engaged and also think and behave in an engaged way – this is associated with positive well-being outcomes.
- Focus must be given to engaging employees – in a sustainable and well-being focused way.

The connection between well-being and engagement adapted from Fairhurst & O’Connor²⁴ and CIPD²⁶
Better Staff Psychological Health and Well-being means better Staff Engagement (cont.)

CIPD funded research has produced a framework for managing sustainable employee engagement – which brings together two existing pieces of work: the enhancing employee engagement framework and the framework for preventing and reducing stress at work. The new combined framework sets out the pivotal manager behaviours needed for creating a workforce that is both engaged and well.26,27

To support managers in adopting the required behaviours, the following actions are suggested:

**For organisations:**

**learning and development**

- Use the framework to design management development programmes, or integrate into existing ones
- Provide managers with upward feedback by using the framework in an upward 360-degree feedback process.

**Performance management and appraisal**

- Integrate the framework into the PDR process so that managers consider and are measured on the extent to which they integrate these behaviours into their management skill-set.

**selection, assessment and promotion**

- Use the framework as part of selection or promotion processes, for example by integrating into structured interviews or assessment centre exercises.

**For Managers:**

- Identify which behaviours you already use and which you could change
- Change your behaviour where appropriate.

For more information on the framework and questionnaire, see:

http://www.cipd.co.uk/publicpolicy/policy-reports/engagement-behavioural-framework.aspx
Better Staff Psychological Health and Well-being means better Staff Experiences

- The experiences of NHS staff matter. Increasing evidence shows that there is a clear relationship between staff satisfaction and patient satisfaction. How staff feel when they are at work is key to the successful delivery of high quality patient care.
- Research shows that engaged and empowered staff not only generate better outcomes for patients but there are clear benefits in terms of clinical quality and business benefits, such as lower levels of sickness absence and greater productivity.
- Evidence shows us that having engaged, healthy staff leads to increased productivity and an overall happier workforce.

People who are highly engaged in an activity:
- feel excited and enthusiastic about their role,
- say time passes quickly at work,
- devote extra effort to the activity,
- identify with the task and describe themselves to others in the context of the task (e.g., a doctor, nurse, NHS manager),
- think about the questions or challenges posed by the activity during their spare moments (e.g., when travelling to and from work),
- resist distractions,
- find it easy to stay focussed and
- invite others in to the activity or organisation (their enthusiasm is contagious).28

Better staff health and well-being reduces staff sickness absence and presenteeism. This in turn, results in less pressure on services, improved performance, improved patient satisfaction, less strain on relationships and more time to engage in learning opportunities and continuing professional development.
Section 3: How to embed Staff Psychological Health and Well-being in NHS Wales

- Planning health and well-being improvements  page 30
- Management Practice  page 31
- Workplace Culture  page 32
- Promoting Physical Health and Fitness  page 34
Embedding Staff Psychological Health and Well-being in NHS Wales

- There is no simple or right way of embedding staff psychological health and well-being in NHS Wales.
- Staff psychological health and well-being cannot be seen as the responsibility of small services such as Occupational Health, Employee Well-being Services or even Employee Assistance Programmes (EAPs).
- Promoting and improving staff psychological health and well-being is about more than healthy living initiatives, staff benefits or staff counselling.
- In order for each NHS organisation in Wales to maximise the psychological well-being of their employees, the well-being agenda needs to be firmly embedded across all levels and aspects of the organisation, with shared responsibility.
- Staff psychological health and well-being needs to be at the heart of organisational priorities and objectives and be thought about and taken into account during day to day activities and decision making.

The Department of Health’s NHS Health and Well-Being Improvement Framework was put together primarily for decision makers at Board level, to support them in establishing a culture that promotes staff health and well-being. The framework suggests that organisations should consider adopting five high impact changes.

**Five High Impact Changes for Health and Well-being**

1. Ensure your health and well-being initiatives are backed with **strong leadership and visible support at board level**. Producing an annual report of the organisation’s well-being will help to communicate commitment and progress.

2. Develop and implement an **evidence-based staff health and well-being improvement plan** to meet your organisation’s needs. This should be prepared and agreed in partnership between management, staff and unions and progress monitored regularly.

3. **Build the capacity and capability of management** at all levels to improve the health and well-being of their staff. This will include recognising and managing presenteeism, conducting return to work interviews and supporting staff with chronic conditions.

4. **Engage staff at all levels with improving their own health** through education, encouragement and support, for example, using and promoting Champions for Health (see page 46).

5. **Use an nHs occupational health service that offers a targeted, proactive and accredited support system** for staff and organisations.

Planning health and well-being improvements

Effective planning is important in addressing the psychological health and well-being needs of staff.

Important steps within this process include:

1. Gather evidence – collect as much data as possible e.g. sickness data, staff surveys, performance reviews, information from exit interviews etc.
2. Ensure the engagement and support of Senior managers.
3. Be proactive in addressing issues.
4. Talk with staff – ensure staff play a key role in designing, developing and auditing strategies to improve their health and well-being.
5. Evaluate – Assess the current situation before implementing any improvements. Decide what outcomes you are hoping for and how you are going to evaluate the effectiveness of your interventions.

Key questions to ask in the planning stages are as follows:

1. What health and well-being issues are affecting our organisation?
2. Do we know how to support the health and well-being of our employees?
3. What support do we have in place for our employees’ health and well-being?
4. How are staff ideas incorporated in to our health and well-being planning?
5. How do we ensure that everyone has support to improve their health and well-being?

From Investors in People Health and Well-being Good Practice Guide™

section 3: How to embed staff Psychological Health and Well-being in nHs Wales
Embedding Staff Psychological Health and Well-being in NHS Wales (cont.)

Management Practice

There is a wealth of evidence which demonstrates that how people are managed on a daily basis is crucial in supporting their health and well-being.

- Looking specifically at the link between management and employee wellbeing outcomes, a recent systematic review of three decades of research concluded that 'leader behaviours, the relationship between leaders and their employees and specific leadership styles were all associated with employee stress and effective well-being' (p107)

- Given the vital role line managers play in managing employee well-being, it is important for them to be aware of the skills and behaviours that will enable them to manage their teams in a way that promotes their well-being

- Managers fulfil the roles of leaders, coaches and role models and as such they play a vital role in establishing the culture of an organisation and they can influence outcomes positively or negatively.

For guidance and further information please see:
- NICE guidelines for promoting mental well-being in the workplace at [http://www.nice.org.uk/guidance/PH22](http://www.nice.org.uk/guidance/PH22)

For more information and guides on how to support and develop managers, go to page 57.

Key questions to ask are as follows:

1. What manager capabilities have been identified to ensure that they support staff health and well-being?
2. Is performance measured against these?
3. How are your managers' performance reviewed in terms of commitment to the health and well-being of their teams?
4. How effective are managers in leading, managing and supporting their staff to improve their health and well-being?
5. Can managers give examples of timely and helpful health and well-being feedback they have given to employees?
6. What does your organisation do to ensure that managers promote and support health and well-being?
7. How does your organisation ensure that managers lead on health and well-being issues?

From Investors in People Health and Well-being Good Practice Guide
Embedding Staff Psychological Health and Well-being in NHS Wales (cont.)

Workplace Culture

- *The Francis Report*\(^{18}\) highlights the need for the “right culture of care” to ensure high quality patient care and safety
- *The Trusted to Care Report* (2014) also recognises the importance of organisational culture in order to enable staff to practice professionally and with confidence\(^{34}\)
- Workplace culture is also extremely important in ensuring an environment that promotes staff health and well-being. In particular this involves a culture of mutual respect, open communication, supportive relationships and the promotion of a work-life balance

- Commitment, trust, employee engagement and the behaviour of line managers are all essential to building a positive workplace culture of well-being and performance\(^{35}\)
- A culture of health and well-being is also needed before employees will be willing to participate in well-being programmes or initiatives
- It is important to understand and measure the way the culture supports or inhibits either or both engagement and well-being.\(^{18}\)
Embedding Staff Psychological Health and Well-being in NHS Wales (cont.)

**top tips for a healthy workplace culture:**

1. **Collaborate to reach a common goal:** organisations benefit from people working together towards clear goals.

2. **Have inspirational and trusted leaders:** good leadership promotes positive attitudes, cross-team working and better service.

3. **Create an open-minded culture:** employees should understand the business and be able to suggest and deliver creative responses to challenges. Consultation will increase confidence and encourage engagement.

4. **Be positive about change:** a static culture can be bad for business. If internal communications emphasise the value of positive change, they can help to create momentum.

5. **encourage face-to-face communication:** encourage office-based employees to get out of their chairs and speak to colleagues. It will improve their working relationships and give people a bit of exercise throughout the day.

6. **set up a well-being committee:** ask for volunteers to set up a well-being committee to promote initiatives, champion the well-being effort and encourage employee involvement.

7. **encourage development:** supporting employee training helps keep people motivated and interested in their current and future roles within the organisation.

**From Investors in People Health and Well-being Good Practice Guide**

**some practical solutions for building a healthy workplace culture:**

- Establish a fair and consistent staff reward and recognition scheme, and reward effort in the right areas e.g. completion of objectives rather than working long hours
- Create a staff health section on your intranet or start an internal newsletter
- Train staff to understand health and well-being issues – they will then be in a better position to support each other
- Introduce health and well-being issues at induction
- Use job rotation (for routine and repetitive jobs) to combat boredom
- Promote a work-life balance by challenging long working hours
- Actively discourage meetings being held before normal working hours, during lunch breaks and after hours
- Ensure that staff have access to appropriate areas and facilities during their break times
- Encourage staff to “be present” at meetings, with full attention to the other people present and the issues at hand – discourage the practice of reading and sending e-mails or text messages while in meetings.
Embedding Staff Psychological Health and Well-being in NHS Wales (cont.)

Promoting Physical Health and Fitness

- Good physical health and regular exercise can have a positive impact on psychological well-being
- Adults can spend up to 60% of their waking hours in a work environment and eat at least one meal while at work
- The promotion of healthy food choices at work can help to build a supportive environment for healthy eating practices
- Wherever possible NHS staff need to embrace their role as ambassadors for health by adopting healthy lifestyles and “walking the talk”.

From *Investors in People Health and Well-being Good Practice Guide*®

Champions for Health is an all-Wales project to equip NHS Wales staff to become more effective role models and advocates of public health messages.

For information go to page 46.
Section 4: Tips, Tools and Resources to help improve Staff Psychological Health and Well-being

Practical advice for improving staff psychological health and well-being

- Promoting Staff Psychological Health and Well-being  page 36
- Supporting and Developing Managers  page 57
- Supporting and Developing Employees  page 78
Promoting Staff Psychological Health and Well-being

- Top tips for organisations
- Top tips for WOD professionals and senior managers
- Top tips for line managers
- How to develop a Staff Psychological Health and Well-being Policy and Strategy
- The NHS Health and Well-being Charter
- Being a MINDFUL EMPLOYER®
- Making the “Time to Change Wales” pledge
- Champions for Health
- Implementing the HSE Stress Management Standards
- How to conduct Well-being Audits
- Adopting Schwartz Rounds®
- Staff Recognition Events
Promoting Staff Psychological Health and Well-being (cont.)

Taking care of business:
Employers’ guide to mentally healthy workplaces

This guide from the mental health charity Mind provides an introduction to the issues and gives you pointers for improving the mental well-being of your workplace. It covers the following topics:

What is poor workplace well-being?
What does a mentally healthy workplace look like?

Creating mentally healthy workplaces
– Assessing well-being at your workplace
  • Staff surveys
  • Planning
    • 1. Promote well-being
    • 2. Tackle the causes of mental ill health
    • 3. Support staff
  – Mental health in the workplace
  – Act today
  – Some things are too big to ignore.

Mind resources
– Local associations
– Mental health infolines
– Information resources
– Training and consultancy.

Other resources and organisations
CIPD Change agenda May 2007

section 4: tips, tools and resources to help improve staff Psychological Health and Well-being
top tips for organisations engaging with the well-being agenda – based on a review of what has worked for others

1. Have a shared vision that excites and inspires staff to take a holistic approach to their own health and well-being – that engages the organisation at all levels, with examples being set from the top and translated into behaviours and actions that are valued and rewarded.

2. apply policies flexibly, taking into account the situation and needs of individuals.

3. Find win-win solutions with shared benefits for both the organisation / manager and the individual employee.

4. everyone is accountable (employees and the organisation) for their own health, performance and behaviour.

9. Adopt a values driven approach – honesty, openness and justice are central to the well-being approach.

10. engagement – positive, open two-way communication and consultation is vital to gaining the commitment of employees. This requires the well-being message being made relevant to every level of the organisation.

11. Fun and excitement – to get the well-being approach off the ground and sustain interest and commitment over time.

12. take small steps – the well-being agenda will be most successful when it involves small steps that together build to outstanding achievements.

What’s happening with well-being at work? CIPD Change agenda May 2007
Promoting Staff Psychological Health and Well-being (cont.)

Top tips for W&OD Professionals and Senior Managers

- **Develop a mental health strategy**
  A clear policy should set out how the organisation will promote well-being for all staff, tackle the causes of work-related mental health problems and support staff experiencing them

- **Carry out a policy and practice review**
  Make sure your HR policies are joined up and inclusive of mental health. You may want to consider policies on health and safety, working time, sickness absence and return-to-work, recruitment, bullying and harassment, disciplinary action, redundancy, equality and diversity, stress/well-being, employee engagement, personal development and performance management. Staff should also be given information on how mental health is managed and what support is available as part of induction and equality and diversity training

- **Ensure line managers are confident discussing mental health**
  Managers need training and clear guidelines so they’re well equipped to support staff experiencing a mental health problem. The mental health charity Mind have developed a range of practical resources for employers. Publicise internal and external support pathways so all staff are clear on how mental health is managed and what support is available

- **Normalise mental health**
  Building temperature checks into your organisation’s culture helps to normalise conversations about mental health and promote open dialogue and positive attitudes and behaviours. Regular one-to-ones embed this and ensure that staff well-being is routinely monitored. Make sure managers regularly meet with staff, ask them how they’re doing and are open to discuss issues such as personal development, workload and personal issues

- **Routinely take stock of mental health**
  To plan effective improvements, you need a clear picture of the organisation’s mental health. Mind’s guide, *How to take stock of mental health in your workplace*, provides practical advice on how to collect information about your employees’ well-being so you can identify priorities for action. Look out for areas of the organisation or job roles where there’s a risk of poor well-being – if timesheets show excessive hours, or if sickness absence rates increase in one area, this may indicate a problem

- **Promote a good work-life balance**
  Encourage staff to work sensible hours, take full lunch breaks and recuperate after busy periods. Senior leaders should model these positive behaviours where possible. Supporting employees to fit their lives around their work with more flexible working practices can also keep people healthy, committed and productive and help reduce sickness absence

*continued on next page*
Promoting Staff Psychological Health and Well-being (cont.)

**top tips for W&od Professionals and senior Managers (cont.)**

- **Promote positive work relationships**
  Encourage staff exercise and social events, support a culture of teamwork, collaboration and information-sharing and back this up with robust policies on bullying and harassment. Peer support, buddy systems and mentoring allow colleagues to support one another outside of the official line-management structure and help promote positive work relationships.

- **Prioritise personal development**
  Support managers to have regular work related conversations with employees, to coach them and share learning. This type of mentoring helps staff to gain confidence and develop new skills without breaking the bank.

- **Foster employee engagement**
  Staff need to feel the organisation values and supports them and their work is meaningful. Promoting two way communication and involving staff in decision-making helps build trust and integrity. Seek out the views of staff, listen to what they say and take action to address any issues identified. This can help you better understand and improve your organisation and staff will repay you with stronger commitment.

- **ensure the voices of people with mental health problems are heard**
  Staff forums, diversity networks and other structures that represent the voice of employees should involve and include staff with mental health problems. This helps ensure employers understand people’s experiences and can also encourage colleagues with mental health problems to become role models and advocates across the organisation.

From: [Resource 3: How to promote well-being and tackle the causes of work-related mental health problems](http://www.mind.org.uk/media/428496/Resource3_HowToPromoteWellBeingFINAL.pdf)

**top tips for line managers on how to promote and sustain staff well-being and engagement:**

- Be aware of your own well-being and engagement – be a role model for your team: when managers take care of their own well-being and are willing to talk about it, team members are more likely to take interest in their own well-being.

- Discuss and promote the well-being opportunities available, on a regular basis and you will encourage your staff get involved.

- Provide your team with opportunities to share and recognise the actions they are taking to improve their well-being, e.g. at team meetings. This builds a team culture of health and well-being which can encourage staff to participate, support each other and sustain positive change in the long term.

- Routinely ask staff about their well-being.
Promoting Staff Psychological Health and Well-being (cont.)

How to Develop a Staff Psychological Health and Well-being Policy

• It is the responsibility of senior leaders to ensure that the organisation has effective policies and procedures
• It is a legal requirement to have a Health and Safety policy and this could have a section devoted to stress and mental health
• Many organisations choose to have a specific policy dedicated to the promotion of employee well-being and the management of work related stress.

An example of a “Stress Policy” can be found here: http://www.hse.gov.uk/stress/pdfs/examplepolicy.pdf

For guidance on developing a mental health policy see: http://tacklementalhealth.org.uk/how-do-i/healthy-workspace/mental-health-policy/

Information on “Developing good policies and practices to support your employees to remain productive at work” can be found at: http://www.rcpsych.ac.uk/mentalhealthinfo/workandmentalhealth/employer/2supportingemployeeswitha/developinggoodpoliciesandp.aspx

Another useful resource from the HSE in Northern Ireland (Developing a Stress Management Policy) can be found at: http://www.hseni.gov.uk/stress_management_toolkit_section_2_-_policies.pdf
Promoting Staff Psychological Health and Well-being (cont.)

How to Develop a Staff Psychological Health and Well-being Strategy

NHS Employers provide online information and resources for health and well-being leads and others to support further embedding of health and well-being in the NHS under the following headings:

– Developing and implementing a health and well-being strategy
– Key stages in development
– Assessing need
– Implement strategy
– Monitor and evaluate
– Keeping your strategy alive
– Best practice examples.

Some Key Points:

• Adopting a strategic approach to employee health and well-being has been shown to be an important factor in achieving sustained business benefits

• Health and well-being strategies are often underpinned by a primary focus – reducing sickness absence. A key challenge for a health and well-being strategy is to go beyond that core objective

• Your organisation’s implementation of its health and well-being strategy should be systematic, core to the management and operation of the organisation, relevant to all stakeholders, flexible enough to change with a changing organisation, good for staff, patients and the organisation and intended for the long term

• Crucially, it should be based on the needs of the organisation and support the achievement of the organisation’s strategic aims.


NHS Employers Top Tips for keeping your strategy alive

Writing your health and well-being strategy is often the easy part as the evidence base is clear. Making it relevant, engaging with staff and delivering the strategy is the challenge. They provide six ways to help you keep your strategy alive.

• Give a strong, clear message
• Continually review the climate
• Engage with key stakeholders
• Engage with staff
• Use your data
• Evaluate the impact and be responsive.

For more details see:
Promoting Staff Psychological Health and Well-being (cont.)

The NHS Wales Health and Well-being Charter

NHS Wales is committed to encouraging the health and well-being of all its staff and recognises that staff act as role models to the community they serve in promoting and preventing ill health. It believes that it is the joint responsibility of managers and individual employees to work together to encourage healthier lifestyles and life choices, support each other in the workplace, and promote the effective management of sickness when staff are prevented from attending work through ill health or are at risk of having to take sick leave.

The charter outlines that each NHS Organisation in Wales will promote health and well-being by:

- Promoting and supporting work-life balance through a range of flexible working arrangements and initiatives
- Ensuring staff have access to relevant forms of support (e.g. Occupational Health, Well-being, etc)
- Ensuring managers understand the importance of sympathetic support to staff both in work and for those who are absent due to ill health
- Making available to staff promotional and preventative events and information on a wide range of healthy lifestyle topics
- Encouraging healthy lifestyles and supporting those who wish to change their lifestyle

- Ensuring staff are appropriately trained, supervised and supported in their role
- Ensuring a regular performance review mechanism is in place for all staff
- Actively supporting employees who have health problems in a variety of ways, including where appropriate, reasonable adjustments, phased return to work, access to staff counselling, access to Occupational Health / Well-being or redeployment in order to facilitate their return to work or where a return to work is not possible, dealing sensitively with the process to bring their employment to an end.
- Encouraging staff to create new health promotion and prevention initiatives and ideas
- For a copy of the Charter click here.
Promoting Staff Psychological Health and Well-being (cont.)

Being a “MINDFUL EMPLOYER®”

- MINDFUL EMPLOYER® is an NHS initiative run by Workways, a service of Devon Partnership NHS Trust and has been recommended as good practice by the UK government and other national organisations.
- MINDFUL EMPLOYER® began in 2004 and is a voluntary initiative which aims to provide employers with easier access to information and local support in relation to staff experiencing stress, anxiety, depression or other mental health conditions.
- The website has a wide range of information including:
  - The MINDFUL EMPLOYER® Line Managers’ Resource:
  - Keeping Well at Work (a companion booklet for staff)
  - Details of supporting agencies in your part of the UK
  - They also provide mental health awareness training for managers and staff – which can be delivered at your premises.
  - There is also a Charter for Employers who are Positive About Mental Health. The Charter is a set of aspirations for employers to work towards. It’s completely voluntary and is not an accreditation or a set of quality standards – and that’s because it takes time to address the complex area of mental health and the Charter reflects that long term view.

For more information go to:
[www.mindfulemployer.net](http://www.mindfulemployer.net)
Promoting Staff Psychological Health and Well-being (cont.)

making the “Time to Change Wales” Pledge

“time to Change Wales” Pledge
Time to Change Wales is a national campaign to end the stigma and discrimination faced by people with mental health problems. The campaign gets involved in a range of activities including:
• Community projects
• Training
• Getting mental health on the agenda.
Organisations can sign the pledge to show you’re supporting the movement to end mental health stigma in Wales. Signing the pledge shows a commitment to taking actions that are realistic and right for you that will lead to a reduction in discrimination within your organisation and the wider community. Every organisation is different and there are various ways you can put the pledge into action. But all organisations who want to
pledge must complete an action plan setting out what they are going to do. Time to Change Wales can help advise you on the action plan but it’s the responsibility of the organisation to deliver it. Activities that they encourage organisations to consider are:
• Looking at policies and culture to make sure the workplace is supportive of people with mental health problems
• Running internal anti-stigma campaigns using their materials; inviting their educators to deliver anti-stigma training
• Promoting the messages externally to people who use your services and the wider community through your communications channels or by running a campaign

• The action plan should be realistic and manageable but there are no penalties if everything cannot be achieved.
http://www.timetochangewales.org.uk/en/
Promoting Staff Psychological Health and Well-being (cont.)

Champions for Health

- Champions for Health provides an opportunity for NHS Wales staff to improve their own health – and act as ambassadors to their patients and the public on the importance of leading a healthy lifestyle and the benefits it brings.
- Every health board and NHS trust in Wales is backing Champions for Health and will be encouraging staff to take part.
- The project is being led by the Directors of Public Health in Wales, Public Health Wales and is supported by 1000 Lives Improvement.
- Staff can register via the campaign’s web site from Autumn 2014.

- Staff are invited and encouraged to sign up to a six month challenge to improve their health in one of the five areas:
  - Drink safely
  - Take regular exercise
  - Eat healthily
  - Stop smoking
  - Work towards a healthy weight
- The project will link with existing local and national initiatives, by directing participants to available resources, contacts and interventions. The aim is to spread awareness that health behaviour can change using a structured and purposeful approach.

For more information see: http://www.championsforhealth.wales.nhs.uk/home
implementing the HSe Stress management Standards

The HSE’s Management Standards for work related stress define the characteristics, or culture, of an organisation where the risks from work related stress are being effectively managed and controlled. They cover six key areas of work design that, if not properly managed, are associated with poor health and well-being, lower productivity and increased sickness absence. The six areas are: Demands, Control, Support, Role, Relationships and Change.

the Management standards:
• demonstrate good practice through a step by step risk assessment approach;
• allow assessment of the current situation using surveys and other techniques;
• promote active discussion and working in partnership with employees to help decide on practical improvements that can be made;
• help simplify risk assessment for work related stress by:
  – identifying the main risk factors for work related stress;
  – helping employers focus on the underlying causes and their prevention; and
  – providing a yardstick by which organisations can gauge their performance in tackling the key causes of stress.

For a checklist to assess if your current approach to assessing the risk of work related stress is suitable and sufficient see: http://www.hse.gov.uk/stress/pdfs/checklist.pdf


For case studies, videos and other resources relating to the management of stress at work see: http://www.hse.gov.uk/stress/index.htm
Promoting Staff Psychological Health and Well-being (cont.)

implementing the HSe Stress management Standards

Key messages for Line Managers

• Line managers play a critical role in specifying task and job requirements and allocating individual job roles for those in their immediate team. This is a key part of job design, so your actions and behaviour could have a very important impact on the quality of working life of your team.

• You play a pivotal role in communicating – for example about change – fostering both ‘upward’ and ‘downward’ communication flows.

• You are critical in ensuring interventions specified in action planning are promptly and properly implemented.

• You can encourage your team members to respond to calls for participation in surveys, data collection, focus groups and other activities linked to the Management Standards process.

• Line manager self-awareness and knowledge about the make-up of team members is critical to the success of team interaction and performance – you can play to people’s strengths and preferences.

• You will often be the first port of call for employees with problems.

Taken from: http://www.hse.gov.uk/stress/roles/yourteam.htm
Promoting Staff Psychological Health and Well-being (cont.)

Implementing the HSE Stress Management Standards (cont.)

Additional advice for line managers

Be ready
To prevent and manage work related stress, you need to:
- **Accept** that work related stress might be a problem for your staff
- **Understand** what work related stress is and the relationship between work and home stress
- **Listen** to your staff and to take action on what you find out
- **Set expectations** with your staff, so that they understand what you can and cannot do for them
- **Make time** to tackle stress properly.

Preventing stress
- Use the Management Standards approach to take steps to prevent stress
- Assess your staff management competency using the management competency indicator tool.

Dealing with stress
- **Respond** to work related stress in your team
- **Manage** people with work related stress at work
- **Manage** absence and return to work ([http://www.hse.gov.uk/stress/furtheradvice/returntowork.htm](http://www.hse.gov.uk/stress/furtheradvice/returntowork.htm))
- **Understand** and deal with bullying and harassment ([http://www.hse.gov.uk/stress/furtheradvice/informationonbullying.htm](http://www.hse.gov.uk/stress/furtheradvice/informationonbullying.htm))
- **Recognise** and avoid becoming stressed yourself.

Taken from:
Promoting Staff Psychological Health and Well-being (cont.)

How to conduct Well-being Audits

Well-being or stress audits enable you to get an accurate picture of the state of your organisation in terms of employee health and well-being, assess the levels of risk in your organisation and also to identify areas of good and poor practice. They can also enable you to track changes due to targeted interventions. They form a part of a wider approach to tackling workplace stress and should be included in a full health and well-being strategy. Well-being audits can be used across the whole organisation, a part of it (a directorate or division) or within a specific team.

An employee well-being and stress audit can make use of both quantitative and qualitative data including:

- Sickness absence statistics, especially for psychological reasons / work-related stress
- Accidents, incidents and complaint data
- Staff turnover
- Staff survey data
- Feedback from health and well-being services and trade union reps
- Information about and from employee relations activity
- Use of the HSE Indicator Tool
- Focus groups.

It is better to use a number of sources of data and look for relationships within it to get a more accurate view of the current state of your organisation. This analysis will enable you to identify hot spot areas and priorities.

For an article on Stress Audits: What you need to know by the institute for employment Studies Research Networks see: http://www.employment-studies.co.uk/pdflibrary/mp48.pdf

The mental health charity, Mind have developed a resource to help you take stock of mental health across your workplace, with advice on how to collect vital information about your employees’ well-being in a joined-up and comprehensive way.

Resource 2: How to take stock of mental health in your work place

- **section one**: explains the key factors you should look at when assessing mental health in your workplace
- **section two**: provides practical guidance on how to collect and measure the information you gather
- **section three**: provides guidance for line managers on how to monitor the mental well-being of the people in their teams. http://www.mind.org.uk/media/42862/Resource_2_Take_Stock_of_MH_in_your_workplace_final.pdf

**section 4: tips, tools and resources to help improve staff Psychological Health and Well-being**
Promoting Staff Psychological Health and Well-being (cont.)

How to conduct Well-being Audits

**Top Tips on gathering data to assess well-being**

- Be clear about what questions you are trying to ask and make sure that the data you are looking at appropriately addresses those questions
- Use all available sources of data
- Be aware of how different data sets might fit together – for example combining data from ESR (electronic staff record) with data from Datix can be problematic due to the differences in the information each system records, and how it records it
- Be aware that departments and teams as identified in ESR are not necessarily functional “teams”
- Look for correlations between data
- Be aware that small staff numbers in departments will skew the data
- Look for ‘hot spots’ to prioritise and focus resources
- Look for areas of good practice and share what works
- Consider using Patient Stories or Staff Stories
- Think carefully about how best to share the audit data with relevant managers and staff.
Promoting Staff Psychological Health and Well-being (cont.)

Adopting Schwartz Rounds®

What are they?
- Schwartz Centre Rounds® are a practical tool that health and care providers can use to improve the culture of their organisation and support staff.
- The Rounds are a multidisciplinary forum where staff from across healthcare settings regularly come together to discuss the most challenging emotional and social issues they face in caring for patients and families in a safe and confidential environment. In contrast to traditional medical rounds, the focus is on the human dimension of medicine.
- The premise is that caregivers are better able to make personal connections with patients and colleagues when they have greater insight into their own responses and feelings and have an opportunity and space to process these feelings by listening and sharing their experiences with colleagues.

How are they run?
- Each Round lasts for one hour and begins with a multi-disciplinary panel presentation of a patient case by the team who cared for the patient. The panel that presents describe the impact that the experience of looking after that patient has had on them.
- A trained facilitator then guides discussion of emerging themes and issues, allowing time and space for the audience to reflect with the panel on similar experiences that they have had.
- Attendance is voluntary and staff attend as many or as few Rounds as they are able.

Who provides them?
- Originally developed by the Schwartz Centre for Compassionate Healthcare in Boston USA, Rounds have been implemented in more than 320 organisations in that country and over 60 organisations in the UK.
- The Point of Care Foundation (an independent charity) is the sole licensed provider of training and support to organisations wishing to run Schwartz Centre Rounds® (or ‘Rounds’) in the UK.

Why are they needed?
- The Rounds encourage and enable reflective practice across the disciplines, and include managers and senior leaders.
- They provide a group methodology for increasing staff support and thereby improving compassion in care.
- For a presentation by Jill maben, Director of the National Nursing Research unit at King’s College London, which highlights the findings of her study7 into the relationship between staff well-being and patient experience see: http://www.kingsfund.org.uk/audio-video/jill-maben-exploring-links-between-staff-wellbeing-and-patients-experience-care
- To view a brief video of a medical director discussing the benefits of Rounds see: http://www.pointofcarefoundation.org.uk/What-We-Do/
Promoting Staff Psychological Health and Well-being (cont.)

**What is the evidence base?**

- A small pilot published by The King’s Fund in 2009 involving two UK hospitals, showed that it is possible to transfer Schwartz Rounds® from the US to the UK, with participants reporting benefits for their day-to-day care of patients and a strengthening of team work.\(^3^8\)
- The benefits of Rounds are also outlined in an evaluation in Academic Medicine (2010)\(^3^9\).
- A two year evaluation of the Rounds is planned by King’s College London entitled: “Supporting NHS staff at work: Could Schwartz Centre Rounds® hold the hold the key to a happier, healthier workforce and enhance compassionate care?” This research is funded by the National Institute for Health Research Health Services and Delivery Research Programme.

**Further information:**

- For further information about Schwartz Centre Rounds® see: www.pointofcarefoundation.org.uk
- For four short films about the Rounds (a demonstration; clinical perspective; the benefits; an overview) see: http://www.pointofcarefoundation.org.uk/What-We-Do/
- A brief video clip from a Schwartz Centre Round® at St Joseph’s Hospice (9 mins) http://www.pointofcarefoundation.org.uk/Home/
- For a brief video in which Barbara Wren, Facilitator of Schwartz Centre Rounds® at The Royal Free Hampstead NHS Trust, explains how the Rounds work, who presents them and the topics that are discussed, click here: http://www.kingsfund.org.uk/audio-video/barbara-wren-schwartz-center-rounds-patient-experience

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section 4: tips, tools and resources to help improve staff Psychological Health and Well-being
Promoting Staff Psychological Health and Well-being (cont.)

Top tips on introducing Schwartz Rounds® – from ABMU HB

The following tips adhere to the guidance given to ABMU HB as part of their licence agreement with the Point of Care Foundation:

• Set up a Steering Group and from this a Planning Committee which includes representation from as many disciplines as possible (e.g. Senior Nursing, Nurse Education, Clinical Psychology, Chaplaincy, AHP’s and medicine including Palliative and anaesthetic services). A diverse group as possible is needed to help convey the message that the Rounds are for any employee of the health board and not just clinical staff.

• Include influential medical staff when you are trying to establish the Rounds to help sell the idea and promote its acceptance as a worthwhile endeavour particularly to other medics.

• It is really worthwhile for members of the Steering group and the Planning Committee to attend Rounds at other Schwartz sites in the UK to see the process in action and to better understand it.

• The initial facilitators and clinical leads for the Rounds need to be selected and then attend Schwartz Round® training run by the Point of Care Foundation in London. This consists of two separate days spaced over about six months.

• Consider piloting the Rounds in one area initially with the potential to spread to other sites as other facilitators and chairpersons are available. Choose sites that are easily accessible to a wide range of staff.

• The challenge is to keep up attendance at Planning meetings otherwise there is a risk of the work falling onto the shoulders of a committed few.

• Ideally, there needs to be extra time allocated to running the Rounds instead of it being in addition to everyone’s day job and posts should be backfilled to allow this. The work involved is bigger than just attending the Round (particularly if in the Facilitator role) and includes needing to find potential panellists and helping them prepare their story. Other essential tasks include advertising the Round, organising the venue and refreshments, analysing the data from each Round and attending Planning Committee meetings. Of particular note is the flexibility required to meet with panellists who may be limited in their availability. If in the facilitator role, a conservative estimate would be needing to spend about 12 hours on these tasks per round.

continued on next page
Promoting Staff Psychological Health and Well-being (cont.)

**More Top tips on introducing Schwartz Rounds®**

- Organisations differ in the frequency of their Rounds. At present we are aiming to hold them on a bi-monthly basis. In organisations where sites are not too far apart, it can be possible to repeat a Round at a second site and the frequency may then be greater.
- Ideally it helps to have a number of Round themes and dates set up well in advance (e.g. 6 months ahead). A challenge can be finding potential panel members and it can help to outline the expectation that each Planning Committee member is responsible for finding the members for one round each with committed dates agreed. Preparation of Rounds well in advance is also helpful in maintaining their momentum.
- It is helpful to have an “emergency round” prepared should a planned round not go ahead for some reason. This can be made up of Planning Committee members who have already been prepared for this eventuality.
- Rounds can be held at different times of the day to accommodate staff working shifts and it is recognised that release (particularly of Nursing staff) can be an issue which reflects the competing demands of the NHS.
- It may be necessary to provide reassurance about the purpose and effects of the rounds to the organisation. We had some initial perceived negative feedback about staff returning to their workplace seemingly distressed. We have explained that this means the Rounds have had their intended (i.e. emotional) effect and given reassurance that this is the organisation getting used to this as a longer-term intervention, that it is normal (and positive) for the emotional cogs to keep whirring after a Round and that the Staff Counselling Service has not seen an increase in referrals because of Schwartz.
- Ideally hold Planning Committee meetings directly after a Round so to provide a de-brief but to also maximise Committee member attendance. Tasks need to be agreed and allocated at these meetings in order to share the responsibility for the work involved.

With thanks to Dr Debbie Rees-Adams, Head of Employee Well-being and Schwartz Round® Lead and Facilitator at ABMU HB.
Staff Recognition Events

Recent studies by Gallup, the Corporate Leadership Council, Towers Perrin and others (cited in the IRF’s report, see link below) illustrate that recognition is highly correlated to improved employee engagement with both the employee’s work and organisation.

**top tips for effective recognition**

- Develop a “recognition strategy” that rewards activities linked to specific business objectives and/or desired cultural values
- Use both formal and informal recognition to build a “culture of recognition” in the organisation
- Recognition should occur as close to the performance of the actions as possible, so the recognition reinforces the behaviour and contribution you want to encourage
- Enable staff to nominate colleagues rather than using manager selection (to avoid it being perceived as favouritism)
- Provide a wide variety of recognition rewards – realising that what is a reward for one person may not be for another
- Emphasise the recognition of increased quality in performance, instead of simply quantity of effort
- Recognise workers frequently – sporadic recognition may, in some cases, be worse than no recognition
- Measure the cost of the recognition reward system and the benefits gained – whether through ROI or other methods.

For more information see: 
Supporting and Developing Managers

- Understanding stress at work
- Developing skills to promote & manage well-being at work
- Why emotional intelligence matters and how to improve it
- How to conduct stress risk assessments
- Supporting staff with mental health issues
- Managing sickness absence and supporting staff to return to work
- Supporting staff after traumatic/critical incidents at work
- Developing a positive team culture of self care
- Promoting work-life balance
- Facilitated Manager Networks.
Supporting and Developing Managers (cont.)

Understanding stress at work

Line managers play a crucial role in promoting well-being at work and preventing and managing work-related stress. The foundation to this role is a sound understanding of the causes of stress at work and the signs and symptoms of stress (for individuals and in teams). It is also key that managers have a good awareness of mental health issues in the workplace and understand the interplay of stressors at work and stressors at home.

For further information see:

The causes of stress at work
http://www.hse.gov.uk/stress/furtheradvice/causesofstress.htm

Signs and symptoms of stress at work – in individuals and in groups/teams
http://www.hse.gov.uk/stress/furtheradvice/signsandsymptoms.htm

Stress and mental health at work

What about stress at home?
http://www.hse.gov.uk/stress/furtheradvice/stressathome.htm

Guidance on Prevention and Management of Stress at Work
Supporting and Developing Managers (cont.)

Developing skills to promote & manage well-being at work
Managing for Sustainable Employee Engagement

- A review of literature and practice clearly shows that managers impact employee engagement and well-being. It is important for managers to understand how to manage their teams in ways that will enhance engagement and well-being, and prevent and reduce stress.
- This research, funded by the CIPD and led by Affinity Health at Work through a consortium of employers and other stakeholders, brings together two existing frameworks of management behaviour to create a single combined framework of management competencies and behavioural indicators to support employers and managers in achieving sustainable employee engagement.
- Based on a questionnaire approach, the framework can help managers to identify where their behaviours are appropriate and where they may need to be changed, and making the relevant behaviours an integral part of their management approach.

- The framework can be accessed here: http://www.cipd.co.uk/publicpolicy/policy-reports/engagement-behavioural-framework.aspx

Key questions for line managers on managing mental health at work:
- And a guidance leaflet can be accessed here: http://www.cipd.co.uk/publicpolicy/policy-reports/engagement-behavioural-framework-guidance.aspx

- How are mental health and stress talked about in your team?
- What policies for managing mental health does your organisation have?
- Do you regularly ask your staff about their well-being?
- Do your staff have a good work-life balance?
- Do you have regular catch-ups or one-to-ones with your staff?
- Do you communicate staff responsibilities and expectations clearly?
- How do you help your staff to effectively manage workloads?
• Do you support your staff with personal development?
• Do you praise staff and acknowledge their efforts?
• Do you feel equipped to support staff who are experiencing a mental health problem?
• How do you look after your own mental well-being at work?

top tips for line Managers in promoting well-being and tackling the causes of work-related mental health problems:

**• lead by example**
Send a clear message to your staff that their well-being matters. Actively encourage your team to adopt healthier working habits by working sensible hours, taking full lunch breaks, taking annual leave and resting and recuperating after busy periods.

**• Build your confidence on mental health**
Familiarise yourself with your organisation’s mental health policies and practices and the ways staff can seek confidential advice and support. Routinely publicise internal and external support pathways to staff.

**• normalise mental health**
Touch base regularly with your employees to check how they’re getting on and think about what might be causing them stress. Create space for them to ask questions and raise issues, and give them permission to talk about home as well as work issues if they wish.

**• take stock**
Include an agenda item at team meetings to together discuss people’s well-being and what factors are affecting this. A planning session can look at the issues in detail and develop a team action plan to address these. If the organisation runs a staff survey, this could form the basis of the discussion. This will normalise conversations about mental health and help staff think more about their own and colleagues’ mental health and what factors can affect this.

**• Be available for your staff**
Regular one-to-ones and catch-ups can help maintain good working relationships and build mutual trust. Managers should also help staff to manage workloads – by ensuring work is clearly defined, by communicating expectations clearly, and by agreeing reasonable deadlines with individual staff members.

**• treat people as individuals**
Treat employees with respect, praise good work, offer support if there are skills gaps, and try to use a coaching style of management. Listen to your staff and flex your management style to suit the needs of each team member and task. Ask for feedback about the support you provide and what support they need to help them achieve their goals.

**• embed employee engagement**
Promote a culture of open dialogue and involve employees in decisions about how the team is run and how they do their job. Empower staff by using a management style that allows them to be autonomous while ensuring they still feel supported. Make sure employees understand their role in the bigger picture and make clear their contribution to the organisation’s vision and aims.

*continued on next page*
Supporting and Developing Managers (cont.)

Top tips for Line Managers (cont.)

- **Create opportunities for coaching, learning and development**
  
  Make sure employees are confident, well equipped and supported to do their job to a high standard. You can help them gain confidence and skills by developing and rewarding their capabilities and by being available for regular work-related conversations as well as providing formal training.

- **Promote positive work relationships**
  
  Support a culture of teamwork, collaboration and information-sharing both within the team and across the organisation and role model these positive behaviours to staff. For example, feeding back as soon as someone does good work (rather than waiting until the next scheduled one-to-one meeting) can develop a culture of praise which helps staff feel their efforts are recognised and keeps lines of communication open.

- **Raise awareness**
  
  Managers are in a great position to challenge stigma and prejudice throughout the organisation and to get mental health on the agenda with senior leaders. See section one for inspiration about how to raise awareness and promote discussion of mental health and well-being at all levels of your organisation.

  From: Resource 3: How to promote well-being and tackle the causes of work-related mental health problems
  
  http://www.mind.org.uk/media/428496/Resource3_HowToPromoteWellBeingFINAL.pdf

Building Team Resilience:
An online resource to help managers

The Managing Emotional Well-being materials aim to help managers build team resilience by:

- improving the way you manage your team
- enhancing your own and your team members’ emotional well-being
- building a culture of engagement

http://www.managingemployeewellbeing.com/bite/index.html

The materials have been produced by Affinity Health at Work (concepts, content and materials) and Blended Solutions (web design) for Business in the Community (BITEC).

There are six modules, each one covering a different topic relevant to managing your team’s emotional well-being. Each module is made up of exercises, quizzes, scenarios and information. There is also a resources page to help you explore the subject in more detail. The estimated time to work through all six modules is less than two hours but it is recommended that you work through one or a few modules at a time to avoid information overload.

See the next page for an outline of the course modules and aims and the time needed to complete each module.

To access the modules you just need to register online by providing some basic details.
Supporting and Developing Managers (cont.)

building Team Resilience: An online resource to help managers

<table>
<thead>
<tr>
<th>Module</th>
<th>aims</th>
<th>estimated time to work through this module:</th>
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| 1. What is good work?                      | • Understand what emotional resilience is and how it can be promoted at work  
• Explore proactive approaches to building emotional resilience through ‘good work’  
• Identify ‘good working’ practices in your organisation. | 15 mins                                   |
| 2. What about me?                          | Help you to:                                                          |                                          |
• take a pro-active approach to maintaining your own emotional well-being  
• explore your own well-being  
• consider how your well-being and resilience may impact your team  
• understand the triggers that affect how you feel. | 30 mins                                   |
| 3. What can I do proactively?              | • Explore the impact your behaviour can have on the emotional well-being of your team  
• Examine the behaviours that make the difference – those to avoid and those to adopt to improve team members’ emotional well-being. | 15 mins                                   |
| 4. Should I be concerned?                  | • Understand what stress is  
• Find out more about depression and anxiety  
• Spot early warning signs if a member of your team is suffering from stress or is at risk of common mental health problems. | 20 mins                                   |
| 5. What do I do now?                       | • Help you think through the role you will play  
• Consider potential actions you might take in a particular scenarios  
• Provide some simple processes that may be helpful to follow for:  
• Discussing and finding solutions to emotional well-being problems  
• Exploring potential causes of stress  
• Give some top tips for taking action. | 15 mins                                   |
| 6. Where does absence management fit in?   | • Remind you to check your organisation’s policies on absence management  
• Explore some facts and figures about sickness absence  
• Explore the actions you can take in dealing with short and long term sickness absence  
• Introduce some interesting facts about absence management. | 10 mins                                   |

http://www.managingemployeewellbeing.com/bitc/index.html

section 4: tips, tools and resources to help improve staff Psychological Health and Well-being
Supporting and Developing Managers (cont.)

Why emotional intelligence (eQ) matters in the workplace and how to improve it

Why does eQ matter at work?
- Salovey and Mayer coined the term emotional intelligence in 1990 and described emotional intelligence as “a form of social intelligence that involves the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them, and to use this information to guide one’s thinking and action”
- Different approaches and theoretical models have been developed for emotional intelligence
- The current work on emotional intelligence builds on a long tradition of research on the role of non-cognitive factors in helping people to succeed in both life and the workplace

How can we improve it in the workplace?
- What we normally think of as intelligence (IQ) by itself is not a good predictor of job performance. There is however, increasing evidence that emotional intelligence provides the foundation for competencies that are. Emotional competence refers to the personal and social skills that lead to superior performance in the world of work
- There now is a considerable body of research suggesting that a person’s ability to perceive, identify, and manage emotion provides the basis for the kinds of social and emotional competencies that are important for success in almost any job
- Emotional intelligence predicts high performance and mitigates the effects of stress
- Emotional intelligence can be learned and developed.

• Raising awareness of what EQ is and how it is relevant in the workplace
• Building a picture of your own EQ strengths and weaknesses, through reflection, self evaluation or an EQ assessment (including a 360 degree component)
• Identifying your strengths and the areas you could develop further
• Build reflection and practice into your daily working life
• Access emotional intelligence based coaching.
actions you could take today to improve your emotional intelligence:

- The busyness of daily life can take us away from the here and now. Be aware of how you feel and take time to be in the present.
- Our moods affect others, so think about how you are influencing other people’s behaviour. What actions can you take to draw out positive responses from others?
- Recognise when you are starting to feel stressed – this is the first step to reducing stress. We can spend so much time in an unbalanced or tense state that we forget what it feels like to be calm and relaxed. Once you have recognised your feelings of stress, you can then remember what it feels like to be relaxed and learn how to shift yourself into a more positive state.
- Consider your emotions when you make decisions. Ask yourself how much they help or hinder you when you are making a decision.

- Choose your arguments wisely. Conflict and disagreements take up time and energy. Think about what is worth arguing about and what is worthwhile letting go.
- Take responsibility for your feelings. Remember that no one can make you feel inferior without your permission.
- Seek out and ask for feedback from others. What do they see as your strengths and limitations? Find out how you can build on areas that may be holding you back and ways of developing your skills and strengths.
- Build mindfulness into each day. If you can, go somewhere quiet, slow down your breathing and clear your mind to give yourself greater focus and relaxation.
Supporting and Developing Managers (cont.)

How to conduct stress risk assessments

- Assessing the risk of work related stress is a process involving a range of activities
- A risk assessment in itself does not address the causes of workplace stress but the actions arising from it can do
- The risk of stress needs to be assessed according to the standard five steps of risk assessment:
  - Identify the risk factors
  - Decide who might be harmed and how
  - Evaluate the risks
  - Record your findings
  - Monitor and review
- The HSe management Standards provide a useful framework and tools for the assessment of workplace stress, see: [http://www.hse.gov.uk/stress/standards/index.htm](http://www.hse.gov.uk/stress/standards/index.htm)
- To check if your current approach to assessing the risk of stress is suitable and sufficient see: [http://www.hse.gov.uk/stress/pdfs/checklist.pdf](http://www.hse.gov.uk/stress/pdfs/checklist.pdf)

**top tips on conducting stress risk assessments**

- Share information at the outset about the value and process of the stress risk assessment with staff – to maximise and sustain engagement
- Use a range of information when assessing the risks including questionnaires, sickness absence and turnover data, direct feedback from individual staff or teams, employee relations activity, etc.
- Think about opportunities to use stress risk assessments proactively rather than just reactively, for example:
  - When designing new roles,
  - When recruiting into existing roles,
  - As a routine part of the PDR process
  - On an annual basis as part of reviewing a team’s performance and making plans for the year ahead
- Make use of every opportunity to promote a positive culture around mental health issues, making it easier for staff to raise issues and concerns around stress and well-being
- When generating actions to address identified risks, prioritise two or three to focus on, thinking about achieving some short term wins as well as longer term gains
- Ensure that the process leads to concrete action/s to reduce stress and that staff are as involved as possible in these and are also kept fully informed of any changes implemented.

- A stress risk assessment can be carried out at the level of an individual employee, for a role or for a whole team, department or organisation
- Refer to your organisation’s own Employee Well-being or Stress Management policy for further details on the procedures utilised in your local area

**section 4: tips, tools and resources to help improve staff Psychological Health and Well-being**
Supporting and Developing Managers (cont.)

Supporting staff with mental health issues

Mental Health First Aid: Line Managers Resource – A practical guide to managing and supporting people with mental health problems in the workplace (2010)

*this practical guide covers the following topics:*
- Introduction
- The recruitment process
- Promoting well-being
- Identifying the early warning signs & talking at an early stage
- Keeping in touch during sickness absence
- Returning to work & reasonable adjustments
- Managing an ongoing illness while at work.

*it includes:*
- Issues to raise with an employee who is experiencing mental ill health
- How to recognise when professional help is needed
- Tips on supporting an employee who is off sick
- Examples of reasonable adjustments
- A series of short films to encourage discussion of mental health in the workplace.

Mind have developed a guide that sets out simple, practical and inexpensive steps that any organisation can take to support staff at every stage of the mental health spectrum – whether they’re stressed or have a diagnosed mental health condition.

Resource 4: How to support staff who are experiencing a mental health problem

The resource includes useful guidance on:
- How to have a conversation with someone about their mental health
- How to support someone experiencing a mental health problem
- Tips for managers while an employee is off sick
- How to manage an employee’s time off sick and their return to work
- Tips for the return to work interview
- Tips for managers – when people return to work

For practical advice on workplace adjustments for mental health conditions see page 69.

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section 4: tips, tools and resources to help improve staff Psychological Health and Well-being
Supporting and Developing Managers (cont.)

Managing Sickness absence and supporting staff to return to work

To support effective attendance management organisations should ensure that:

- **Employees:** Are clear on the relevant sections of the *All Wales Sickness Policy* – to whom, when and how they must report their absence, when they can be expected to be contacted etc.

- **Managers:** Have received training on the *All Wales Sickness Policy* and know how and when it is appropriate to make contact, ensure that they remain in regular contact with their staff and know about and sign post their staff to available sources of help and support.

**Organisations: Need to consider**

- How to support work-life balance and whether working patterns are impacting on levels of sickness absence
- Ensure that everyone’s role is clearly defined in relation to sickness absence and there is support available for managers to acquire the knowledge and skills they need to manage attendance effectively
- Ensure staff are clear about their responsibilities when they are ill and what return to work procedures are in place
- Ensure that absence management processes are applied fairly across the organisation and evaluate their impact.

From *Investors in People Health and Well-being Good Practice Guide*.

**For additional guidance see:**

*NICE Guidance: Managing Long-term Sickness and Incapacity for Work*

http://www.nice.org.uk/guidance/PH19
Supporting and Developing Managers (cont.)

managing sickness absence and supporting staff to return to work

Key issues include:

- Maintain contact with employees who are absent from work. Ensure that managers are equipped with the confidence to make contact with absent staff in a supportive way, so that absent members remain in touch with the workplace without feeling under pressure to return before they are able to
- Encourage staff returning from long term sickness to make an initial social visit to the workplace to chat to colleagues and get up to date on news
- Be Flexible: Help returning staff to make a phased return to work by offering different hours, a different role or adjustments to their existing role, and training for new skills
- Involve a mentor or buddy to support the employee in the first few weeks
- Avoid “all or nothing” thinking: Develop a therapeutic return to work programme for staff who have been off sick for some time. They may need to increase their hours gradually over a period of time until they are ready to be back in their normal routine. Include reasonable adjustments where necessary
- Return to work interviews show staff that you are concerned about their well-being, that you have noticed their absence and that you want to support them to improve their attendance. They also help you to monitor absence and spot any trends
- Identify meaningful work the employee can do from the outset, but prevent them from being faced with a huge backlog of work on their return
- Keep in touch and monitor the situation over the first few weeks to check the staff member is managing well.

From Investors in People Health and Well-being Good Practice Guide®

Line managers are responsible for effectively managing attendance. Many managers feel they lack the skills, knowledge and confidence to support those who are off sick with psychological ill health and to help them return to work.

The Managing and supporting mental health at work: disclosure tools for managers is available at

http://www.cipd.co.uk/binaries/5715MentalHealthguideWEB.pdf

the resource covers the following topics:

- What is mental health?
- Why does mental health matter?
- The business case
- Handling disclosure: recruitment
- Prevention: keeping people well and managing stress
- Early intervention: spotting the signs of stress and mental ill health
- Encouraging disclosure: supporting staff to stay well and in work
- Rehabilitation: supporting people to return to work
- Useful contacts.

With:

- Links to other useful resources
- Key facts
- Case examples
- Templates and checklists
- Questions to ask and those to avoid.
Supporting and Developing Managers (cont.)

**Practical examples of workplace adjustments**

Being flexible and creative is important when considering solutions. Below are examples which could act as prompts for line managers and employees exploring these issues together.

**Working hours or patterns**
- Take a flexible approach to start/finish times and/or shift patterns
- Allow use of paid or unpaid leave for medical appointments
- Phase the return to work, e.g. offering temporary part-time hours
- Equal amount of break time, but in shorter, more frequent chunks
- Allow someone to arrange their annual leave so that is spaced regularly throughout the year
- Allow the possibility to work from home at times
- Temporary reallocation of some tasks.

**Support from others**
- Provide a job coach
- Provide a buddy or mentor
- Provide mediation if there are difficulties between colleagues.

**Physical environment**
- Minimise noise – e.g. providing private office/room dividers/partitions, reducing pitch or volume of telephone ring tones
- Provide a quiet space for breaks away from the main workspace
- Offer a reserved parking space
- Allow for increased personal space
- Move workstation – to ensure for example that someone does not have their back to the door.

**Support with workload**
- Increase frequency of supervision
- Support someone to prioritise their work
- Allow the individual to focus on a specific piece of work
- Consider job sharing.

From: Advice for employers on workplace adjustments for mental health conditions (DoH)

From: Investors in People Health and Well-being Good Practice Guide

Section 4: Tips, Tools and Resources to help improve Staff Psychological Health and Well-being
Supporting and Developing Managers (cont.)

Supporting staff after traumatic/critical incidents at work

Health service work may involve exposure to a range of serious incidents such as a traumatic death or accident on a ward, a disaster or major incident in the local community, an assault by a patient or member of staff.

Less dramatic events and incidents can have a similar effect if they exceed a person’s capacity to cope, or if they are perceived by the person as a threat to their physical or psychological integrity. Once the practical aspects of dealing with a traumatic incident at work have been dealt with many managers become concerned about how best to support their staff emotionally and psychologically.

The Royal College of Psychiatrists provide a leaflet *Coping after a traumatic event* which may be useful if you have been through a traumatic experience and want to understand more about how you are feeling or you know someone who has been through a traumatic experience, and want to get a better idea of how they might be feeling.

http://www.rcpsych.ac.uk/mentalhealthinfo/problems/ptsd/copinngaftertraumaticevent.aspx

The RCP also provide a leaflet about *Post Traumatic Stress Disorder*:

http://www.rcpsych.ac.uk/mentalhealthinfo/problems/ptsd/posttraumaticstressdisorder.aspx

Information about PTSD is also available at:

- NHS Choices:
  http://www.nhs.uk/conditions/Post-traumatic-stress-disorder/Pages/Introduction.aspx

- MIND:

- Guidance to help organisations minimise the risk of PTSD in workers exposed to traumatic situations has been launched by the UK Psychological Trauma Society. It offers strategies to help minimise the risk of developing PTSD and is also designed to help organisations develop a ‘traumatic stress management policy’
  http://www.ukpts.co.uk/site/assets/UKPTS-Guidance-Document-120614.pdf
Supporting and Developing Managers (cont.)

Supporting staff after traumatic/critical incidents at work

Top tips for managers in supporting staff after critical incidents at work:

- Be aware of the range of natural responses to trauma
- Maintain a visible presence
- Reassure staff that distressing emotions are normal and will subside with time
- Help staff maintain a sense of perspective and emphasise what was done well
- Give time and space for informal talking
- Meet with staff face to face and let them know what has happened and what is happening. Managers might wish to convene a ‘first thing every morning/shift’ meeting for staff in the aftermath of a major incident. It is best to keep information brief and factual during these meetings, but to also reinforce that support is available. Provide regular updates on any relevant developments (including when there are no updates!)
- Use staff meetings to review what happened, give positive feedback, provide information on possible reactions, give an overview of support strategies and resources available
- Encourage staff to look after themselves
- Ensure that all staff feel supported by management and colleagues
- Ensure that staff are not placed straight back in the same situation without addressing individual concerns and needs and temporarily re-organise work responsibilities if necessary
- Encourage staff to monitor their reactions as a way of reviewing their progress and helping you identify those who may need additional support

- Be aware of cultural differences: Different cultures and religions have different attitudes to death, disaster and trauma. We need therefore to recognise the importance of respecting a range of responses to disaster and encouraging this respect amongst colleagues
- Make staff aware of procedures for obtaining professional confidential support and advice
- Ensure that as a manager you feel supported, so that you are more able to support your team members.

Section 4: Tips, tools and resources to help improve staff Psychological Health and Well-being
Supporting and Developing Managers (cont.)

STAR (Stress & Trauma Assessment of Risk)

star – What is it?
- STAR provides informal, peer based support, risk assessment and appropriate signposting of NHS staff exposed to high levels of work related stress and emotional trauma in the workplace
- It is based on a Trauma Risk Management (TRiM) approach, developed and widely used within the British Armed Forces42
- While TRiM focuses primarily on psychological trauma, STAR broadens the scope of the approach to incorporate stress, and common mental health issues such as depression and anxiety.

star – Why use it?
- A number of studies suggest that working in the NHS increases the vulnerability of staff to a range of mental health problems including Post Traumatic Stress Disorder (PTSD), stress, anxiety and depression
- The evidence base clearly suggests that staff are far more likely to access the support of their colleagues and peers following a traumatic or stressful incident in the workplace than professional mental health support, counselling or therapy
- STAR aims to provide an accessible, non hierarchical support network that reduces the stigma and other barriers associated with seeking emotional help and that builds upon existing, informal work based support networks.

star – Who provides it?
- Those who provide STAR are staff chosen from within a service and trained in risk assessment, problem solving and appropriate referral on and/or signposting. They do not provide counselling
- The STAR practitioners are carefully chosen for the role. They must have good social skills, common sense, credibility and be able to provide active listening, confidentiality, know the boundaries of the role and be willing to volunteer for this addition responsibility
- It is mandatory that all STAR practitioners attend regular supervision themselves with a suitably qualified mental health professional to ensure their psychological health and well-being. Delivery of the STAR project is dependent upon the delivery of high quality supervision of the STAR practitioners.
Supporting and Developing Managers (cont.)

star – Why is it needed?
• Most people experience some form of distress following a traumatic or highly stressful incident. The vast majority recover naturally, without therapeutic intervention, over time. As a result NICE guidance for the treatment of PTSD recommends an initial period of ‘watchful waiting’ and checking in with people after a month or so following the incident
• Lack of social support and the ongoing experience of life stress following the target incident have been identified as risk factors for the development of PTSD and associated mental health conditions such as depression
• star ensures that staff are appropriately supported following a traumatic or stressful incident in the workplace.

star – What is the evidence base?
• The evidence for TRiM in a military population is well established and robust.62 44

star has been piloted within Cardiff and Vale uHB. this pilot highlighted a number issues:
1. the need for protected time – If the star approach is to be successfully adopted additional resourcing is required to ensure the STAR practitioners have time away from their day to day responsibilities in order to provide the service and to access supervision. Additional staff cover is also needed to enable staff to use the service.

2. the need to provide a rolling programme of star training – Staff providing the service leave, change roles, take leave. A rolling programme of training is necessary to ensure that a sufficient number of suitably trained staff are able to maintain the service.

3. the need to ensure the engagement of senior front line staff – for STAR to be successful clinical shift leaders need to sign post staff to STAR and to inform star practitioners when there has been an incident in the workplace. Without the engagement and involvement of senior front line staff, this will not be achieved.

For more information contact Dr Clare Wright, lead Clinician for Organisational Wellbeing at Cardiff and vale uHb:
Clare.Wright@wales.nhs.uk
Supporting and Developing Managers (cont.)

Developing a positive team culture of self care

Team culture around self care will have a significant impact on each individual’s ability to look after their own health and well-being. It is much easier to make and sustain positive behavioural changes when these are supported by the team and managers and key members of the team serve as role models.

Key questions to ask about your team culture of self-care:

1. Are staff given the opportunity to attend training related to well-being at work and stress management?
2. Do you regularly promote the sources of support that are available to staff in your organisation?
3. Do you include staff well-being and related topics in team meetings?
4. Is information about self care posted in visible areas?
5. Do your staff have access to and regularly attend supervision?
6. Is supervision used to address issues around well-being at work and self-care?
7. Are your staff encouraged to take regular breaks, including lunch and preferably away from their working environment? And do they encourage and support each other to do so?
8. Do your staff have access to rest / relaxation areas that are well-maintained and conducive to rest?
9. Are team members able to fulfil their work tasks within their contracted hours and are they able to go home on time?
10. Do you have a clear agreement under which circumstances it might be acceptable to contact team members outside of working hours?
11. Do your staff have access to peer-peer time to facilitate informal support?
12. Do your staff have access to mentoring or coaching?
13. Do you ensure that all team members take their allocated annual leave?
14. Do you provide a good role model for your team in terms of self-care?
Supporting and Developing Managers (cont.)

Promoting work-life balance

In the short term long hours might seem manageable, but sustained pressure and a poor work-life balance can quickly lead to stress and burnout, reducing levels of employee productivity, performance, creativity and morale. This can be avoided by encouraging staff to:

- work sensible hours
- take full lunch breaks
- rest and recuperate after busy periods
- avoid working outside of normal hours e.g. taking work home
- take their full annual leave entitlement.

Flexible working, in terms of working time, location or the pattern of working, can support healthier and more productive ways of working for all staff. For example, it can help an employee to manage stress by allowing a later start time twice a week to accommodate exercise. Flexible working benefits employees and employers alike.

- Employers benefit from increased morale, commitment and productivity and reduced sickness absence
- Employees are able to fit their lives around their work, helping them balance busy lives while remaining healthy and focused
- Flexible working can be a vital early intervention to prevent mental health problems from getting worse and resulting in sickness absence, and can support a phased return to work after a period of sickness absence
- Wherever possible, senior leaders and managers should be role models for healthier work habits and encourage staff by example.

Taken from: Resource 3: How to promote well-being and tackle the causes of work-related mental health problems

http://www.mind.org.uk/media/428496/Resource3_HowToPromoteWellBeingFINAL.pdf
Facilitated manager Networks

- Being a middle manager is one of the most highly demanding roles in an organisation and can be associated with high levels of stress
- As organisations reconfigure managers often find themselves with much larger spans of control, less time for reflecting and networking and disruption to their networks of support
- One approach to supporting managers is to establish facilitated networks
- A group of managers who undertake similar work (for example senior nurses, ward managers or therapy team leaders) can be given the opportunity to meet up on a regular basis for a time limited period in order to share dilemmas, normalise emotional responses to difficult situations and swap ideas on how to approach situations that are proving problematic.

Benefits:
- Where these facilitated networks have been delivered they have been enthusiastically received and managers have reported feeling very supported by them, in particular on hearing that others are experiencing the same problems as they are and sharing ideas, solutions or acceptance
- They also reported an improvement of networking outside the meetings simply because they get to know each other.

Making space for reflective spaces such as these is hard in the current NHS so non attendance can be a problem and the group needs to decide at the start if they can practically commit to this.
Supporting and Developing Managers (cont.)

Facilitated manager Networks

top tips for setting up and running facilitated manager networks

- Identify an experienced facilitator who is regarded as impartial and who is able to hold conversations in total confidence
- Publicise the opportunity for groups of managers to meet for a time limited period and decide on the maximum size for the group
- Identify a group of managers and meet with them to discuss what they want from their facilitated network, how frequently they are able to meet and for how long. For example they may choose to meet for three hours, six times a year in a central location. They may have particular ongoing changes that they would like to discuss or serious role challenges that are causing them difficulties. They may decide to have expert speakers in to help them with a certain topic or want in particular to offer support to colleagues new to the role
- Decide what to do at the outset about persistent non-attenders and new comers
- Be very thorough in arrangements: in particular stick to start and finish times, and also the agreed number of sessions, this is not an open ended offer
- Invite feedback at the end of each session so that any problems can be addressed early on
- The facilitator to keep a brief confidential note of topics discussed so that everyone can keep track
- Undertake a brief pre-post evaluation so that you have clear feedback about what participants are expecting and what they subsequently receive.

With thanks to Dr Jan Hill-Tout, previously Head of Employee Well-Being at Aneurin Bevan UHB
Supporting and Developing Employees

- Five steps to improving your mental well-being
- How to develop and sustain employee resilience and psychological well-being
- Employee Well-being Services
- The "Lighten Up" programme
- Online support and therapy programmes
- Signposting to external resources.
Supporting and Developing Employees (cont.)

Five steps to improving your mental well-being

Based on an extensive review of the evidence, five simple steps were identified in the Foresight Mental Capital and Well-being Project about how people can improve their mental well-being. As a manager you can help by making staff more aware of these steps and the other healthy choices that they could be taking advantage of.

Connect... With the people around you. With family, friends, colleagues and neighbours. At home, work, school or in your local community. Think of these as the cornerstones of your life and invest time in them. Building these connections will support and enrich you every day.

Be active... Go for a walk or run. Step outside. Cycle. Play a game. Garden. Dance. Exercising makes you feel good. Most importantly, discover a physical activity you enjoy and that suits your level of mobility and fitness.

take notice... Be curious. Catch sight of beautiful things. Remark on the unusual. Notice the changing seasons. Savour the moment, whether you are walking to work, eating lunch or talking to friends. Be aware of the world around you and what you are feeling. Reflecting on your experiences will help you appreciate what matters to you.

Keep learning... Try something new. Rediscover an old interest. Sign up for that course. Take on a different responsibility at work. Fix a bike. Learn to play an instrument or how to cook your favourite food. Set a challenge you will enjoy achieving. Learning new things will make you more confident as well as being fun.

give... Do something nice for a friend, or a stranger. Thank someone. Smile. Volunteer your time. Join a community group. Look out, as well as in. Seeing yourself, and your happiness, as linked to the wider community can be incredibly rewarding and creates connections with the people around you.

For more information see: http://issuu.com/neweconomicsfoundation/docs/five_ways_to_well-being?e=1759881/2246404
http://www.nhs.uk/Conditions/stress-anxiety-depression/Pages/improve-mental-wellbeing.aspx
Supporting and Developing Employees (cont.)

How to develop and sustain employee resilience and psychological well-being

There is now a sound business case for enabling employees to develop and sustain their resilience and psychological well-being and this can involve a range of activities and services including:

- Well-being workshops and seminars for staff – delivered as a programme of events or tailored made to meet the specific needs of a team
- Self help literature and bibliotherapy
  [Website Link]
- Access to short term therapy or counselling – provided internally or as part of an employee assistance programme (EAP)
- Online resources – information, guidance, e-learning, online therapy
- Signposting to internal and external resources

A range of online resources are available including:

- Working together to reduce stress at work: A guide for employees
  [Website Link]
- Tips to Reduce and Manage Job and Workplace Stress
  [Website Link]
- NHS Choices: Beat stress at work including a workplace stress self assessment tool
  [Website Link]
- Acas Dealing with stress at work
  [Website Link]
- Assess your level of resilience:
  [Website Link]
- MiNful EMployER’s Keeping Well at Work booklet
  [Website Link]

The primary care mental health team in South Glasgow have developed excellent resources around stress which can be accessed here:

- [Website Link]
  “Everything you ever wanted to know about stress”
  [Website Link]
Supporting and Developing Employees (cont.)

Employee Well-being Services

- Services designed to promote organisational health and the psychological well-being of staff can be provided internally by a dedicated team or externally through an employee assistance programme.
- Such services can enable the organisation to:
  - Fulfill its’ statutory obligation and common law duty of care to its employees.
  - Show support for staff and be seen as a caring employer.
  - Develop policies, procedures, ways of working and initiatives to improve well-being and engagement and thereby improve productivity and organisational performance.
- An adequately resourced internal team dedicated to employee psychological well-being can provide a structured, planned and well-audited service which is built on local knowledge and established relationships across the organisation.
- An Employee Well-being Service works on behalf of the organisation to promote organisational health and employee well-being. It is important to remember that the responsibility for employee well-being and organisational health lies with every person in the organisation, including senior leadership and line managers.
- An Employee Well-being Service can undertake a range of activities including:
  - Promotion of employee well-being and organisational health at a strategic and systemic level.
  - Policy development in relation to well-being, stress and mental health.
  - Organisational health reviews and well-being audits.
  - Confidential support and advice for managers and staff on issues around well-being at work.
  - Facilitation of seminars, workshops and courses on a range of well-being topics.
  - Co-ordination and provision of mediation and dispute resolution services.
  - Counselling, psychological therapy and support for staff around personal and work related issues.
  - Advice and support for staff returning to work after absence.
  - An evaluation of activities undertaken to assess effectiveness and outcomes.
Supporting and Developing Employees (cont.)

The “Lighten Up” programme

- Lighten Up is an interactive health and well-being programme designed to support employers, employees and individuals returning to work.
- It was developed by Cheltenham & Gloucester NHS Trust and is now delivered in partnership with them.
- The programme is geared to deliver long-term health and well-being benefits leading to improved personal and career development.
- The programme covers:
  - Making changes
  - Healthy lifestyle
  - Doing your Day
  - Transform your thinking
  - Identifying and managing stress
- The sessions are delivered by trained facilitators to small groups of 12-15 people and each topic can be tailored and adapted to suit the needs and issues relevant to the participants.

For more information see: [http://www.lighten-up.co.uk/](http://www.lighten-up.co.uk/)  
[http://www.nhsemployers.org/SharedLearning/Pages/Lighten-Up-programme-NHS-Gloucestershire.aspx](http://www.nhsemployers.org/SharedLearning/Pages/Lighten-Up-programme-NHS-Gloucestershire.aspx)
Top tips on running the “lighten up” programme
Based on the experience of Dr Debbie Rees-Adams from ABMU HB

- Course facilitators were selected from an integrated employee health and well-being service. We decided to pair Staff Counselling staff with Occupational Therapy staff in order to complement skills in both group and 1:1 work and to avoid straying into a therapeutic mode.
- Course facilitators and the project leads attended the initial train the trainer course as a group.
- We watched all the DVDs as a group to familiarise ourselves with the docudramas, handouts, exercises and discussion points. We developed a more comprehensive lesson plan (than that provided by C&G) for each session from doing this. This was the lengthiest part and I would advise doing it over a fairly short time frame so as to stay familiar with the material as each module makes reference to the previous week/s.
- We selected an appropriate psychological measurement scale: Depression, Anxiety & Stress Scale and developed our own qualitative questionnaire to use as individual pre-and post group measures. On reflection, we would also ask within the evaluation ‘Do you think LU has helped you remain in work and avoid taking sick leave?’
- We decided on a maximum of 14 for group size and agreed rules for attendance (e.g. the groups are closed groups, can’t join if you have missed the first session, no swapping between groups if multiple groups are running simultaneously).
- We have promoted LU as a course through the HB’s Education & Learning prospectus in order that it is perceived as an educative opportunity not as therapy or as an intervention. This has also enabled L&D to retain responsibility for the booking of participants. We shortly hope to distribute CPD points and certificates of attendance for participation in LU which can be held within staff member’s portfolios and be discussed in PDRs.
- There are several practical issues which require attention (e.g. booking suitable venues as well as the distribution of promotional material including the L&D prospectus, HB intranet and posters).

With thanks to Dr Debbie Rees-Adams, Clinical Psychologist in Occupational health & Employee Well-being at ABMU HB
Supporting and Developing Employees (cont.)

Online support and therapy programmes

There is an increasing evidence base for the effectiveness of computer based cognitive behaviour therapy programmes. Employees can be simply signposted to them or varying degrees of support can be offered to help employees access and make good use of them.

Living Life to the Full http://llttf.com/
- Living Life to the Full is an online informational life skills course written by psychiatrist, Dr Chris Williams, that aims to provide access to high quality, practical and user-friendly training in life skills
- The course content teaches key knowledge in how to tackle and respond to issues/demands which we all meet in our everyday lives.

E-couch https://ecouch.anu.edu.au/welcome
- e-couch is a self-help interactive program with modules for depression, generalised anxiety & worry, social anxiety, relationship breakdown, and loss & grief

- It provides evidence-based information and teaches strategies drawn from cognitive, behavioural and interpersonal therapies as well as relaxation and physical activity.

MoodGYM https://moodgym.anu.edu.au/welcome
- MoodGYM is an innovative, interactive web program designed to prevent depression. It consists of five modules, an interactive game, anxiety and depression assessments, downloadable relaxation audio, a workbook and feedback assessment
- It uses flashed diagrams and online exercises and teaches the principles of cognitive behaviour therapy – a proven treatment for depression. It also demonstrates the relationship between thoughts and emotions, and works through dealing with stress and relationship break-ups, as well as teaching relaxation and meditation techniques.
Supporting and Developing Employees (cont.)

Signposting to external resources

It is useful to provide good quality information to employees and managers about the external sources of support available to them. These could include both local, Welsh and UK based resources including:

• The Expert Patient Programme [www.eppwales.org](http://www.eppwales.org) This service provides free self-management courses for people living with a long term health problem including mental health issues and physical conditions which may result in a secondary mental health condition.

• The National Exercise Referral Scheme (NERS) [www.wlga.gov.uk/ners](http://www.wlga.gov.uk/ners) This is a Welsh Government funded scheme which has been developed over the last 4 years to standardise exercise referral opportunities across all Local Authorities and Local health Boards in Wales. The Scheme targets clients who have a chronic disease or are at risk of developing chronic disease including mental health issues.

• Access to Work [www.gov.uk/access-to-work](http://www.gov.uk/access-to-work) provides advice and practical support for staff living with a long term mental or physical health condition.

• Cruse Bereavement Care [www.cruse.org.uk](http://www.cruse.org.uk) provides help and support following the death of a loved one.

• Relate [www.relate.org.uk](http://www.relate.org.uk) offer a range of services to help with couple or family relationships.

Workforce Resources

Section 4: Tips, Tools and Resources to help improve Staff Psychological Health and Well-being
References

References


32. Promoting mental wellbeing at work Issued: November 2009 NICE public health guidance 22


References


36. What’s happening with well-being at work? CIPD Change Agenda May 2007


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