



**PWYLLGOR CYNLLUNIO POBL A SICRWYDD PERFFORMIAD
PEOPLE PLANNING AND PERFORMANCE ASSURANCE COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	17 December 2020
TEITL YR ADRODDIAD: TITLE OF REPORT:	Psychological Wellbeing Service Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce and Organisational Development
SWYDDOG ADRODD: REPORTING OFFICER:	Lisa Gostling, Director of Workforce and Organisational Development

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

Over recent years, the Psychological Wellbeing of our staff has been paid increasing attention by the Board and our service leaders. This was recognised as a theme in 2019 in the Hywel Dda University Health Board (HDdUHB) ten year Workforce, Organisation Development and Education Strategy and in subsequent rightsizing investment decisions.

Since the onset of the COVID-19 pandemic in early 2020, the importance of provision of this support for our staff has become even more essential.

This report outlines progress made to date for the provision of this service across HDdUHB and identifies areas for progression during 2020.

Cefndir / Background

Early into the first wave of the pandemic, a number of measures were put in place to strengthen the provision of Staff Psychological Wellbeing Services for our staff.

These included:

- A robust psychological wellbeing plan to mirror the phases of the pandemic.
- Expansion of service provision to include a 24/7 Employee Assistance Programme delivered by Care First to wrap around our in-house team.
- Establishment of a dedicated COVID-19 Intranet page for Staff Mental Health and Wellbeing, enabling wider access to self-help resources and toolkits.
- Individual business cards for each staff member with details of Staff Psychological Wellbeing Services (rainbow cards and posters).
- Provision of a wider coaching network for key leaders.

Asesiad / Assessment

Progress To Date:

Throughout the COVID-19 pandemic, the Staff Psychological Wellbeing plan and its implementation progression has been considered regularly by the Workforce Bronze Group. The latest version of the plan was approved in early November 2020 and is enclosed as **Attachment 1**. This has also been endorsed at the Silver Tactical Group and the plan circulated widely through our leader and manager networks.

Work in Progress

Update on Staff Intranet Well-Being Page and New Plans

Work is currently underway to redesign the COVID-19 mental health and wellbeing (MH&WB) Intranet page to ensure it is more user friendly and able to provide guidance on which resource will be most appropriate dependant upon the situation. The Staff Psychological Wellbeing (SPWB) Team are currently working with the Communications Team to improve the MH&WB webpage by dividing it into individual sub-pages. A central grid will be added onto a new home page and plugins on the right hand side of each of the sub-pages, which can be utilised for the most frequently accessed resources.

Update on Number of Globals and the Shift from Resources to Stories

The number of well-being Global E-mails/Facebook & Staff Bulletin posts for the period 1/4/2020 - 16/11/2020 totalled 47.

The 'Well-being Resource of the Week' closed on 28/9/2020 as it was felt that staff were becoming disengaged and that the approach for highlighting the importance of practicing good self-care to sustain emotional health needed 'refreshing'.

To this end, the 'Staff Well-being Story' project was launched on 5/10/2020. Staff submit their own well-being story of how they have utilised resources to support their own well-being, how it has worked for them and how it could benefit others. Stories are shared via Global E-mail, staff Facebook page and the staff bulletin board on a weekly basis.

Development and Timeframe on Engagement HQ

HDdUHB, in conjunction with partner organisations, are piloting the Engagement HQ platform, developed by Bang the Table, to encourage an ethos of two-way communication to improve staff engagement. The Patient & Public Engagement Team have been working with the Organisational Development Team to design two project pages within the platform.

- **Valuing Your Voice**

This is designed to encourage staff to share their stories and to voice ideas, solutions or simply wonderful work, how their experiences affected them, and what staff think HDdUHB can learn to improve the organisation for all staff. This project page will offer staff an opportunity to be heard.

- **Praise for Peers**

This page offers the chance for staff to tell a peer how much their kindness has meant to them by leaving a message in the guestbook about how a colleague has demonstrated kindness, caring or compassion for them, or just recognising someone for doing an outstanding job.

An example of the page is highlighted below:

The project pages will increase staff engagement and move the lens through which some of the workforce view the organisation, from a negative one to more positive. The Engagement Team are currently resolving IT issues & the pages are being translated into Welsh. Once completed, the platform will go live.

A wellbeing dashboard tracking key statistics in relation to the SPWB service is updated monthly and enables the team to track progress and also highlights any key areas of concern. An updated dashboard for November 2020 is enclosed as **Attachment 2**.

The in-house Wellbeing Team has been strengthened with the appointment of additional counsellors since October 2020 and further appointments for a clinical psychologist, assistant psychologist and trainer are in the recruitment pipeline.

Appreciation and Recognition

Building resilience into our health system has been critical over the last few months and this will continue into the months ahead. Appreciation and recognition of our staff has been a key part of the SPWB approach and has included:

- Individual thank you cards distributed to each member of staff.
- Employee and Team of the Month nomination winners and presentation of certificates, cake and fruit by the Chair of HDdUHB.
- A faith calendar gift distributed to each member of staff.

Staff Surveys and Intelligence Gathering

Over recent months, three significant surveys have been conducted to discover more about staff experiences, particularly with regard to their health and wellbeing at work and their engagement with their employing organisation.

- A 'Your Wellbeing Matters' survey was conducted in January and February 2020 (pre-COVID-19), the findings of which are expected in December 2020.
- A cross sectional staff survey into factors associated with work related burnout in NHS staff during COVID-19 conducted by the HDdUHB Research and Development Team. This was initially conducted during April and May 2020 and repeated in the autumn 2020. Final results are being considered by the Team.
- A National Staff Survey was conducted during November 2020 with results being made available in December 2020.

The results of these surveys will be analysed and triangulated over the next month in order for the experiences and feedback from staff to be used to influence our health and wellbeing strategies going forward throughout 2021.

Future Progression 2021

Access to Staff Psychological Wellbeing Resources

As the intranet page is revised, a physical booklet containing summarised key resources and links signposted will be produced.

Survey Results Action Plan

An action plan will be developed to address the key themes emerging from the survey results.

NHS Charities Bid Submission – Stage 3 Recovery Grants

Hywel Dda Health Charities is eligible to apply for a maximum allocation of £220,000 from this funding stream. The priority for funding is to help member charities challenge some of the longer-term effects of COVID-19 within their organisations.

The Workforce and Organisational Development Directorate has led on discussions regarding priorities for this funding stream, with a focus on staff health and wellbeing. Views with regard to proposals for the allocation of this funding have been canvassed from Staff Side County Chairs, the Bronze Workforce Group, Staff Psychological Wellbeing Services, Occupational Health and Hospital Directors.

Key themes which have emerged to date include:

Physical wellbeing activities facilitating personal fitness and mental health

- Hydration for staff and provision of re-fillable water bottles.
- Increased healthy eating choices through hospital and community sites.
- Outdoor green gyms on each acute site.
- Electric chargers and a pool of battery booster packs for staff cyclists to access.

- Health and wellbeing champions network programme.
- Health and wellbeing resource to support delivery of specific wellbeing initiatives and venue provision within localities.

Life-long learning, psychological safety and psychological wellbeing

- Extension of Care First 24/7, an Employee Assistance Programme to primary care staff.
- An eco-therapy programme aiming to improve psychological wellbeing and reduce sickness absence offered to staff on sick leave due to work related stress and those at risk of burnout.
- A psychological flexibility programme (Act in the Workforce) values cards and resources for programme participants.
- Provision of a 'Speak Up Safely' technology platform to support the culture of psychological safety.
- Arts installations on key sites, imagery from staff COVID-19 stories.
- An education fund and small grant scheme to support life-long learning skills, mental wellbeing, personal confidence building to encourage staff engagement and commitment to HDdUHB.

Once these areas have been endorsed by the HDdUHB Charitable Funds Committee, work will be progressed to complete the formal submission to NHS Charities. The results of this will be known early in 2021 for the draw down of funds from April 2021.

Team Capacity and Role Development

Progression of the rightsizing investment in the SPWB function is essential for the service to remain responsive to staff needs during the current second wave of the pandemic and also in anticipation of a third wave in the new year. This will also enable more proactive and developmental programme offerings for our leaders and our staff as we move through to the pandemic recovery and post traumatic phases.

In addition, the strategic planning objective to recruit Organisation Development Relationship Managers for service areas will enable more effective links between staff experience, compassionate leadership cultures and staff awareness and encouragement of personal responsibilities for personal health and wellbeing. Plans are in place for these posts to be job matched in order for the recruitment process to commence from January 2021 onwards.

Argymhelliad / Recommendation

The Psychological Wellbeing Service Update is presented to provide assurance to PPPAC that:

- Robust measures and responses are in place to enable the organisation to respond appropriately to support staff psychological wellbeing needs.
- Plans are in place to build on these foundations and move proactively forward to meet the continuing needs in 2021.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference:
Cyfeirnod Cylch Gorchwyl y
Pwyllgor:

5.3 Seek assurances that people and organisational development arrangements are appropriately designed and operating effectively to ensure the provision of high quality, safe services/programmes and functions across the whole of HDdUHB's activities.

Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	To be confirmed
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	7.1 Workforce
Amcanion Strategol y BIP: UHB Strategic Objectives:	2. Living and working well.
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2019-20	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Ongoing staff experience and thematic analysis
Rhestr Termiau: Glossary of Terms:	Included in report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Cynllunio Pobl a Sicrwydd Perfformiad: Parties / Committees consulted prior to People Planning and Performance Assurance Committee:	N/A

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	N/A
Ansawdd / Gofal Claf: Quality / Patient Care:	N/A
Gweithlu: Workforce:	Improved wellbeing
Risg: Risk:	N/A
Cyfreithiol: Legal:	N/A
Enw Da: Reputational:	N/A
Gyfrinachedd: Privacy:	N/A
Cydraddoldeb: Equality:	N/A

Attachment 1

Staff Psychological Wellbeing during COVID-19: Updated Psychological Wellbeing Plan November 2020

Background

This plan replaces the previous document which still provides an overview of what occurred during the first seven months of the COVID-19 pandemic. There was a requirement to simplify the plan and provide key updates rather than increasing levels of detail. Additional narrative, figures and details about responses and activities can be provided by the various leads, where required. Updated figures on activity are also provided via the Workforce Dashboard on a monthly basis.

The plan initially focused on anticipated stages of the pandemic, evolving needs and how these could be met. We have now moved into a prolonged phase of likely cycles of increasing the spread of COVID-19 with impacts upon staff, services and communities, as well as a range of control measures that in themselves also impact upon staff, services and communities. Attention is now required to address the longer-term impacts of the pandemic. It has become apparent that the impact on the mental health of people in general, as well as on our employees is increasing (in terms of the numbers affected) as well as intensifying (in terms of the strength of impact on each person). This highlights the ongoing need to retain staff wellbeing as a key priority.

Welsh Government requirement

The Welsh Health Circular “*Expectations for NHS Health Boards and Trusts to ensure the health and wellbeing of the workforce during the Covid-19 pandemic*” was published on 30th October 2020 and outlines what is expected of us in terms of our workforce wellbeing support offer. We have a duty of care to our workforce to provide access to appropriate health and wellbeing support and resources at all times, especially during the COVID-19 pandemic. This should include:

1. A robust and multi-layered package of free-to-access resources and help for individuals to identify the appropriate intervention/s for them at the right time (this is in place and is under constant review).
2. Active promotion of what is available both locally and nationally (this is being met and adapted as required).
3. Maintenance of up-to-date local webpages on staff health and wellbeing (this is in place and is now under review to improve user accessibility and enable better choice of the right resource for the right reason at the right time).

Drawing on research, best practice guidelines and expert clinical opinions, the King’s Fund’s COVID Trauma Response Working Group created rapid guidance for planners putting in place psychological support for staff in the early stages of dealing with the COVID-19 outbreak (April 2020). The 3-page document is included as Appendix 1 with the one page quick reference graphic included as Appendix 2. This guidance has been used as a reference (along with others) in the development, implementation and review of our Psychological Wellbeing Plan and actions.

Important

- We have not had to deal with a situation like this before and feeling out of our depth is an entirely normal and reasonable response.
- People across HDdUHB are having a wide range of different experiences and there is a need for recognition, compassion and understanding around these individual differences.
- We can draw on key learning from our experience thus far, as well as that of our colleagues, other NHS organisations and global research findings.
- A focus on prevention is still needed, with attention paid to job design, change management and organisational culture to create the conditions for psychological health – line managers and senior leaders have a central and ongoing role in this.
- We need to promote an open culture around mental health through role modelling honesty and compassion at all levels.
- We need to keep working to increase transparency and accountability through clear communication about organisational and service changes.
- We need to make effective use of engagement tools to monitor staff experience (this is being explored and plans are in place to make use of Engagement HQ by the end of the year) and enable this to influence and connect with the provision of psychological wellbeing resources and services.
- It is useful to bear in mind the levels of fatigue that many staff are understandably experiencing, along with the significant range of wellbeing resources that have been created and shared.

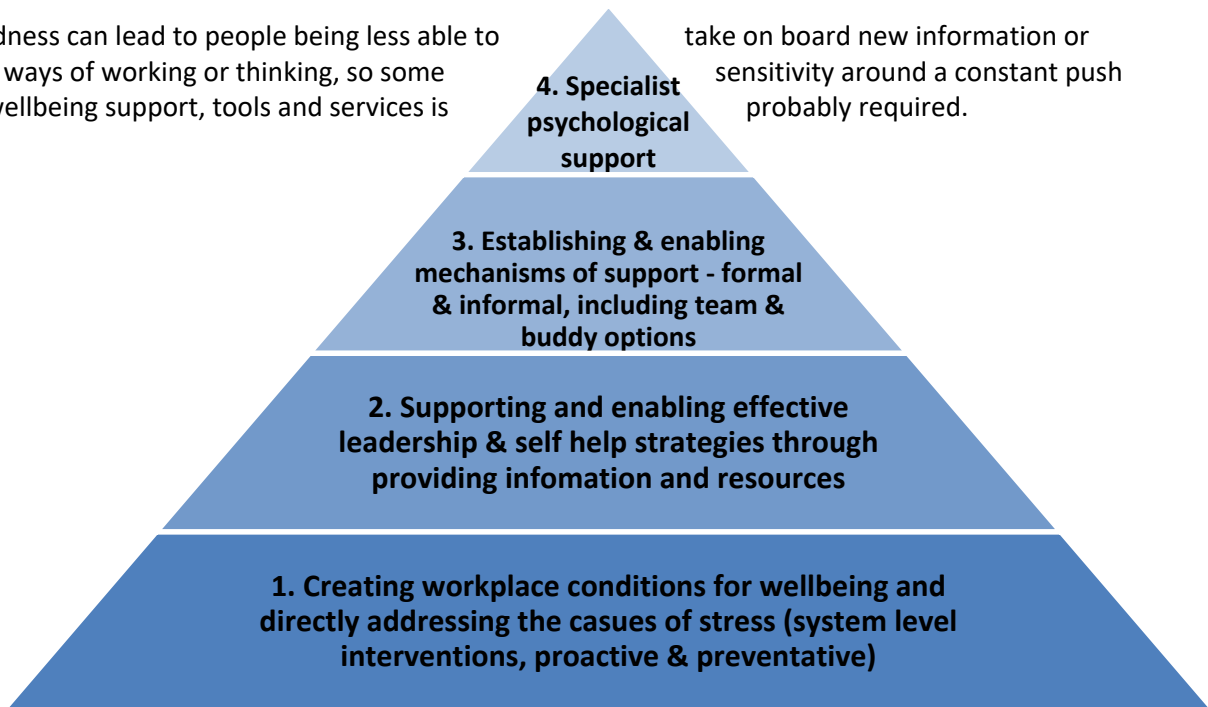
Tiredness can lead to people being less able to take on board new information or new ways of working or thinking, so some sensitivity around a constant push on wellbeing support, tools and

A tiered model of support and care

- A structured and tiered approach to staff psychological wellbeing has been adopted.
- This builds on existing services and acknowledges normal resilience while not medicalising distress.
- Graded levels of “intervention” must be available to all staff in a way that is accessible, well promoted, confidential and within a clear governance framework.
- A range of services, activities and resources are already in place across these four tiers.

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take on board new information or sensitivity around a constant push probably required.



A recent review of research by the Public Health Wales Observatory into the effectiveness of support for the mental wellbeing of healthcare staff during times of extreme pressure identified 5 recommendations:

1. Regular communication and accurate updates to staff.
2. Encourage supportive peer and team relationships.
3. Normalise psychological responses.
4. Psychological First Aid and other education or training.
5. Ensure staff are aware of psychological wellbeing resources available and how to access them.

The following activities/services are currently being provided/planned, mapped onto the above recommendations and tiers:

Recommendation 1: Regular communication and accurate updates to staff (Tier 1)		
Service/Activity		Lead
1	Chief Executive briefings	Steve Moore
2	Chair’s updates	Maria Battle
3	Team Brief	Communications Team
4	Feedback to teams from Gold/Silver/Bronze meetings	Service Leads
5	Service specific updates	All Line managers

Recommendation 2: Encourage supportive peer and team relationships (Tier 3)		
Service/Activity		Lead

1	Enabling a supportive team culture and opportunities for team/peer check-ins	All Line Managers
2	Resources shared and available around Team Huddles/Check-Ins	Suzanne Tarrant / Jackie Wright
3	Spaces For Listening sessions and Facilitator's Network established	Suzanne Tarrant
4	Manager's Passport Network – Reflective sessions	Rob Blake / Jackie Wright
5	Leader Programme Network – Reflective sessions	Catherine Rees
6	Team reflection sessions on request	Suzanne Tarrant / Rob Blake / Jackie Wright
7	Team Support/Interventions available on request	Suzanne Tarrant / Rob Blake / Jackie Wright
8	Restart of Leadership Development Programmes including an emphasis on line manager's role in enabling a supportive culture and leading with compassion	Catherine Rees / Rob Blake / Jackie Wright
9	Clinical Supervision by Psychologists for individuals and teams in services that have Clinical Health Psychology input and across older adult mental health (OAMH) and adult mental health (AMH) teams	Bethan Lloyd, Nikki Thomas
10	Values sessions for teams on request	Rob Blake / Jackie Wright
11	Coaching available for senior leaders, now available to more staff	Catherine Rees

Recommendation 3: Normalise psychological responses (Tier 2)

	Service/Activity	Lead
1	Chief Executive video updates via bulleting and staff facebook page	Steve Moore
2	Chair's messages via bulletin and staff facebook page	Maria Battle
3	Resources shared in the Covid-19 mental health and wellbeing Intranet page	Suzanne Tarrant / Jackie Wright

Recommendation 4: Psychological First Aid and other education or training (Tier 3)

	Service/Activity	Lead
1	Resilience Webinars provided by Blesma & The Drive Project (x 3)	Suzanne Tarrant
2	Psychological Flexibility at Work: Acceptance & Commitment Training Programme for staff to build psychological skills – Promotion to start in November 2020 with the first online courses rolled out over the next 8 weeks	Suzanne Tarrant
3	Having Mental Health Aware Conversations: online training to be offered in November, starting with key staff groups in high risk areas	Suzanne Tarrant
4	Online Psychological First Aid training to be promoted and shared for front line staff (provided by PHE and Future Learn) – November/December 2020	Suzanne Tarrant

Recommendation 5: Ensure staff are aware of psychological wellbeing resources available and how to access them (Tier 3 and 4)

	Service/Activity	Lead
1	COVID-19 Mental Health & Wellbeing page on Intranet: Wellbeing Resource of the Week has been replaced by a Wellbeing Story of the Week as a different way to share what works and help connect staff through shared experiences	Jackie Wright / Suzanne Tarrant
2	One to One Resource Appointments and Counselling available through the Staff Psychological Wellbeing Service (currently available within a week)	Suzanne Tarrant
3	Care-First Employee Assistance Programme: advertised regularly including a webinar on 28/08/20, including a range of services and resources for staff and available on a 24/7 basis with counselling available in Welsh on request	Suzanne Tarrant / Jackie Wright

4	Other psychological support services promoted including Health for Healthcare Professionals Wales for front line clinical staff, Silvercloud (online CBT), Activate Your Life, Samaritans	Suzanne Tarrant / Jackie Wright
5	Bereavement Support Service open to staff	Julie Brennan
6	Spiritual Care open to staff	Euryl Howells
7	One to one psychological and team support for COVID-19-facing staff is no longer available from Clinical Health Psychology, as their resources have returned to being patient/service focused. This resource was made available at the start of the pandemic, however has not been widely utilised. Any requests received are now being redirected to the Staff Psychological Wellbeing Service.	Bethan Lloyd
8	One to one psychological and team support continues to be available to staff across OAMH and AMH teams and services from mental health Psychologists	Nikki Thomas
9	Development of an Ecotherapy Programme specifically for staff on sick leave due to work related stress or at risk of burnout	Suzanne Tarrant

Appendix 1:

COVID TRAUMA RESPONSE WORKING GROUP RAPID GUIDANCE: Version 3 – 7th April 2020

Guidance for planners of the psychosocial response to stress experienced by hospital staff associated with COVID: Early Interventions

https://232fe0d6-f8f4-43eb-bc5d-6aa50ee47dc5.filesusr.com/ugd/6b474f_daca72f1919b4c1eaddb8cfcbb102034.pdf

Appendix 2:

COVID TRAUMA RESPONSE WORKING GROUP

Responding to stress experienced by hospital staff working with Covid-19: guidance for planning early interventions

<https://www.kingsfund.org.uk/sites/default/files/2020-04/rapid-guidance-stress-diagram.pdf>

Intranet

The main wellbeing page is still being accessed regularly, the number of “click throughs” for the period **1st – 24th November** was **644**, this increases the total number of “click throughs” from the inception of the page to **9,481**. The page continues to provide support to many staff with consistent access and downloads for support measures e.g. the rainbow poster.

Psychological wellbeing referrals

Month	Total No. Referrals	No. on sick leave at time of referral	% on sick leave at time of referral	Maximum Wait Time in Weeks
April 2020	32	10	31.25%	<1
May 2020	39	19	48.72%	<1
June 2020	48	11	22.92%	<1
July 2020	39	12	30.77%	2
August 2020	42	14	33.33%	5
September 2020	39	13	33.33%	5
October 2020	27	11	40.74%	4
November 2020	41	11	26.83%	1.5

Employee Assistance Programme

Carefirst are now completing quarterly reports on usage. 17 personal issues have been presented to the Carefirst Team counsellors from which the most frequently presented issues include:-

- Health concerns, such as emotional and physical health.
- Family issues.
- Bereavement.
- Domestic abuse/violence.

Coaching

Coaching sessions are still readily available to our senior leaders across the HDDUHB and this will remain in place until March 2021. The coaching offer has been extended and now includes 158 staff. Up until the 24th November 2020, **64** episodes for our staff have been provided.