

HYWEL DDA LOCAL HEALTH BOARD



Staff Psychological Wellbeing Policy

Policy Number:	340	Supersedes:	All previous policies and procedures relating to promoting psychological well-being and managing stress at work	Standards For Healthcare Services No/s	22
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Brief Summary of Document:	Description of how the organisation intends to proactively promote employee psychological well-being and identify and reduce key stressors in the organisation
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To be read in conjunction with:	Psychological Well-Being Toolkit, Sickness Absence Policy, Sickness Management Toolkit, Organisational Change Policy, All Wales Dignity at Work Policy, Organisational Health and Employee Well-Being Strategy, Work/Life Balance – Flexible Working Policy
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Classification:	Employment	Category:	Policy	Freedom Of Information Status	Open
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Authorised by:	Janet Wilkinson	Job Title:	Dir of Workforce and OD	A Signed Copy Of This Policy Is Stored With Corporate Services.
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Scope	ORGANISATION WIDE	✓	DIRECTORATE		DEPARTMENT ONLY		COUNTY ONLY	

Staff Group	Administrative/ Estates	✓	Allied Health Professionals	✓	Ancillary	✓	Maintenance	✓
	Medical & Dental	✓	Nursing	✓	Scientific & Professional	✓	Other	✓

CONSULTATION	Please indicate the name of the individual(s)/group(s) or committee(s) involved in the consultation process and state date agreement obtained.			
	Individual(s)		Date(s)	
	Group(s)	1) Psychological Well-Being Sub-Group of the Health at Work Group 2) HR Policy Review Group	Date(s)	1) 06.11.2012 2) 8 th February 2013
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RATIFYING AUTHORITY (in accordance with the Schedule of Delegation)	KEY		COMMENTS/ POINTS TO NOTE
NAME OF COMMITTEE	A = Approval Required	Date Approval Obtained	
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Workforce & OD Sub Committee of Integrated Governance	FR	04/04/13	

Date Equality Impact Assessment Undertaken		Group completing Equality impact assessment	Ceri Williams, Bob Mander, Jackie Hooper
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Please enter any keywords to be used in the policy search system to enable staff to locate this policy	Psychological, Well-Being, Staff Support, Stress, Stress Risk Assessment, Mental health at work, Counselling
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Document Implementation Plan			
How Will This Policy Be Implemented?	Utilising normal policy dissemination channels Available on the intranet		
Who Should Use The Document?	All employees		
What (if any) Training/Financial Implications are Associated with this document?	N/A		
What are the Action Plan/Timescales for implementing this policy?	Action	By Whom	By When
	Publish approved policy on intranet	Policy Coordinator	
	Advertise to all staff via e-bulletin	Policy Coordinator	

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HYWEL DDA LOCAL HEALTH BOARD

1. INTRODUCTION

This policy deals with the psychological well-being and mental health of employees and work related stress. It describes Hywel Dda Local Health Board's intention to proactively promote employee psychological well-being and identify and reduce key stressors in the organisation.

There is a strong evidence base showing that work is generally good for physical and mental health and well-being providing that account is taken of the nature and quality of work and social context and that jobs are safe and accommodating¹.

Stress has become the most common cause of absenteeism from work in the UK². The health and social work sector has the highest rates of work related stress and managers in health and social services report the highest levels of work related stress in relation to managers from other sectors³. Work-related stress caused workers in Great Britain to lose 10.8 million working days in 2010/11³.

Evidence from the Black⁴ and Boorman⁵ reviews, and earlier research shows that staff health and wellbeing and engagement are closely linked – each improves the results of the other.

The NHS Health and Well-Being Review⁵ cites clear links between employee health and well-being and patient safety, patient experience and the effectiveness of patient care. The review also makes clear the link between prioritising staff health and well-being and organisational performance, higher levels of staff retention and lower rates of sickness absence.

The NICE Public Health Guidance for Employers on promoting mental wellbeing through productive and healthy working conditions⁶ emphasises

- the important role that work has in promoting mental well-being
- the economic benefits for the organisation that promoting the mental well-being of employees can yield and
- the need for a strategic and co-ordinated approach to promoting employee's mental well-being.

The Health and Safety Executive (HSE) have developed the Management Standards for Work Related Stress which 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 Management Standards provide guidance on good practice through risk assessment, allow measurement of the current situation and promote active discussions with employees to help decide on practical improvements and help simplify risk assessment for work related stress^{7,8,9}.

2. POLICY STATEMENT

The Health Board is committed to promoting and protecting the health and well-being of all its employees and recognises that psychological health and physical health are inter-related and equally important.

The Health Board recognises that an effective organisation comprises a workforce who feel valued, are well managed and who have good levels of physical and psychological well-being.

Whilst the Health Board has no control over external or personal factors, it is committed, where possible to manage risks which are within its control. It is also committed to develop

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procedures, staff development measures and support systems to help all employees understand and recognise the nature and causes of stress and to take positive actions to manage stress effectively including encouraging employees to achieve a good work-life balance in order to enhance their well-being.

The Health Board is committed to promoting a culture in which stress or mental health problems are not seen as a sign of weakness and feeling stressed at work is not immediately seen as reflecting any implications of competence to do the job. Employees need to feel able to speak freely about their difficulties and to seek help. All information relating to an employee's health will be handled with sensitivity and will remain confidential as far as is possible within the legal responsibilities of the individual and the Health Board.

The Health Board supports a strategic and co-ordinated approach to promoting employee's mental well-being and recognises that a comprehensive approach to promoting psychological well-being at work should start with top management commitment and include employee and middle management participation. It should concentrate on both work-related (organisational responsibility) and worker-related (individual responsibility) prevention strategies. These should be developed and implemented with the involvement of managers, employees and employee representatives.

The psychological well-being of employees is understood to be an organisation wide responsibility and the Health Board recognises that this should be consistently demonstrated through the design and implementation of organisational processes and the ways in which managers and employees behave.

The Health Board recognises that the psychological well-being of employees and work place stress are health and safety issues, in accordance with the Health and Safety at Work Act (1974) and the Management of Health and Safety at Work Regulations (1999). As such, the Health Board has a legal duty to assess health and safety risks and to identify and implement adequate control measures to reduce risks, including stress.

It is the responsibility of the Health Board to minimise as far as possible those risks to mental health and psychological well-being which arise from a person's work and to support those who are experiencing psychological problems as a result of work related issues. The Health Board also recognises that individuals need to take responsibility for promoting and safeguarding their own mental health and psychological wellbeing.

The Health Board recognises the contribution of psychosocial factors in the development of musculoskeletal disorders and the link between work-related musculoskeletal disorders and stress^{10,11}.

Workplace initiatives to promote mental wellbeing cannot prevent all mental health problems, but they are an important signal to all employees of the organisation's commitment to mental wellbeing, and give a clear message that stigma and discrimination are unacceptable.

3. SCOPE

Mental health problems and stress can affect anyone, regardless of their position in the organisation. This policy applies equally to all employees.

4. AIMS

This policy aims to

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- Acknowledge the link between mental well-being and productive and healthy working conditions
- Emphasise the importance of employee well-being across all levels of the organisation and acknowledge that staff health and well-being lie at the heart of what we do
- Contribute to the development of organisational culture, practices and work environments where the mental health and psychological well-being of all its employees are prioritised and valued
- Promote an approach to psychological wellbeing and mental health at work that is proactive and preventative rather than just reactive and treatment focused.
- Help develop a culture that is supportive and non-judgemental of people experiencing stress or mental health problems and reduce the potential for discrimination and stigma in relation to these problems

5. OBJECTIVES

This policy sets out to achieve the following:

- Help identify and raise awareness of the key factors and evidence associated with psychological well-being at work and work related stress
- Increase awareness that workplace stress is a health and safety issue and clarify responsibilities for promoting and managing psychological well-being at work and identifying, preventing and reducing workplace stressors.
- Promote the practice of identifying, minimising and managing work related factors that negatively affect psychological well-being before they affect employees wherever possible
- Strengthen the role of line managers in promoting the mental well-being of employees through supportive leadership style and management practices
- Provide guidance on the resources and support available to managers and employees for promoting and managing psychological wellbeing at work
- Recognise the links between mental health and musculoskeletal problems

6. PSYCHOLOGICAL WELL-BEING

6.1. Definitions

This policy addresses the broader topic of psychological well-being at work rather than focusing solely on stress. It is concerned with emphasising the positive factors that can enhance work. It prioritises the prevention of difficulties and problems and highlights the importance of integrating strategies for promoting well-being and satisfaction at work with all related organisational activities.

Well-being at work refers to both physical and psychological health. Workforce well-being is 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 and 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.

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.”

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Stress and pressure are not the same thing and it is now recognised that there is no such thing as 'good stress'. Pressure can be stimulating, motivating and challenging and may improve performance in the short term. Stress is always a negative reaction, a response to perceived excessive pressure or too many demands that the individual finds difficult to cope with.

Prof Tom Cox, an authority on work related stress, gave the following definition:

*"Work related stress is 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."*¹²

Stress can also be experienced if there are insufficient pressures and challenges to maintain motivation.

6.2. Legal Framework

The Health and Safety at Work Act 1974 and the Management of Health and Safety at Work regulations 1999 require the Health Board to assess health and safety risks to employees and to identify measures to reduce risks, including stress. Employees with a substantial and long term mental impairment (generally considered to be over one year in duration), which may have arisen or been made worse because of work related stress are also protected under the Equality Act 2010.

In addition to the common law duty of care, the Health Board has an implied duty under the contract of employment to ensure that all reasonable steps are taken to protect its employees from foreseeable risks that may harm them physically or mentally. Recent court rulings make it clear that employees who feel under stress at work should inform their employers and give them the opportunity to implement stress prevention and management procedures.

Other legislation that may apply includes:

- The Employment Rights Act 1996
- The Public Order Act 1986
- The Protection of Harassment Act 1997
- Working Time (Amendment) Regulations 2001
- Sex Discrimination Act 1995 (SDA) (as amended)
- Race Relations (Amendment) Act 2000
- Disability Discrimination (Public Authorities) Statutory Duties Regulations 2005
- The Employment Equality (Age) Regulations 2006
- The Civil Partnership Act (Amendments to Subordinate Legislation) Order 2005
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6.3. Accessing Psychological Well Being

The Health Board recognises the importance of achieving an overall picture of employee psychological well-being by considering data from a range of sources and not relying on one measure in isolation. Existing sources of information that can be used to assess the overall levels of psychological well-being include:

6.3.1. Across the Organisation

- Sickness absence (rates, reasons, clusters and trends)
- Staff turnover
- Grievance/ Disciplinary/ Capability or Dignity at Work cases
- Ill health retirements (numbers, reasons, clusters)
- Work performance; in terms of output, quality of work and efficiency

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- Incident and accident reporting
- Numbers of complaints about staff behaviour and attitude received from patients
- Management referral rates to Occupational Health
- Requests for mediation received by Workforce and OD
- The pace, extent and management of organisational change

6.3.2. In Teams

- Morale and general attitudes to work
- Levels of participation in discussions
- Team dynamics / relationships

6.3.3. For Individuals

- General manner and demeanour
- Ability to meet work standards, to organise work load and to meet deadlines or targets
- Ability to concentrate and reason logically
- Take up of holidays and overtime worked
- Changes in use of smoking and/or drinking alcohol

More information about identifying the signs and symptoms of stress (for individuals and for teams) is provided in the Psychological Well-Being Toolkit (available on the Intranet).

Additional information can also be obtained by undertaking:

- Staff surveys
- Focus groups
- Team or Individual Stress Risk Assessments

6.4. Identifying the Causes of Stress

Identifying and assessing stress-related hazards and risks are not as easy as identifying physical hazards and risks. Stress is more difficult to identify because:

- Different people find different things stressful
- People change and the things that cause them stress change
- Problems at home can make work stressful and vice versa
- Causes of stress can be single major events or the accumulation of more minor irritations
- It is often difficult to “see” what is going on as individuals or teams may feel reluctant to open up about how they feel and identify the things that are getting to them.

Employees and managers should work together to identify the causes of work place stress via regular team meetings, personal development plans and risk assessments and take action to reduce, and where possible, to eliminate the source of the stress.

Opportunities to do so include:

- First day absence reporting
- Return to work interviews
- Performance and Development Reviews
- Team meetings
- Health and safety risk assessments
- Referral to Occupational Health

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- Notification of a chronic/serious illness
- Notification of a disability under the terms of the Equality Act 2010
- Liaison with trade union representatives

The Health Board acknowledges that there can be a significant interaction between psychological stress and musculo-skeletal disorders. The outcome following a musculo-skeletal disorder can also be strongly influenced by an individual's beliefs, general life satisfaction issues, and other sources of psychological distress. Individuals and managers are therefore advised to be aware of the interplay between these two factors and to refer when necessary to the Strategy for the Management of Musculo-skeletal Disorders.

6.5. HSE Stress Management Standards

The Health and Safety Executive's (HSE) Management Standards for Work Related Stress^{6,7,8} define the characteristics or culture of an organisation where the risks from work related stress are being effectively managed and controlled. The Management Standards cover six key aspects of work design that, if not managed properly, are associated with poor health and well-being, lower productivity and increased sickness absence. In other words, the six Management Standards cover the primary sources of stress at work.

The six areas are:

- **Demands:** Includes issues like workload, work patterns and the work environment
- **Control:** How much say the person has in the way they do their work
- **Support:** Includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues
- **Relationships:** Includes promoting positive working to avoid conflict and dealing with unacceptable behaviour
- **Role:** Whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles
- **Change:** How organisational change (large or small) is managed and communicated in the organisation.

The Management Standards

- Represent a set of conditions that, if present, reflect a high level of health well-being and organisational performance
- 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.

6.6. Stress Risk Assessments

The Management of Health and Safety at Work Regulations 1999, make the need to carry out risk assessments a legal requirement. It is the manager's responsibility to undertake risk assessments in the workplace. The purpose of a risk assessment is to protect the health and safety of those at risk, and to help identify what measures should be taken to achieve this. The process should be systematic and structured, identifying the hazards and those exposed

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to them and then evaluating the extent of the risks, taking into account any existing precautions and control measures.

A risk assessment of stress should cover all relevant hazards and risks, address what actually happens in the workplace and ensure that everybody at risk from stress is considered. One of the many ways that stress can be prevented or adequately controlled in a working environment is through the risk assessment process. Completion of a risk assessment does not in itself reduce work related stress but the actions which it shows can be taken may do so.

Stress risk assessments aim to identify where the biggest problems or risks appear to lie and where they appear to be having the most impact. Once any problems or risks have been identified, appropriate action will need to be taken. The priorities for action should be jointly agreed and it should be clear who has the responsibility for implementing them, within an agreed timetable.

Before undertaking the assessment, managers are advised to:

- Talk to staff about work related stress and the reasons for carrying out a stress risk assessment
- Explain that it is not possible to eliminate all stress at work but that steps can be taken to reduce it and help staff
- Consider a broad range of information and data which can help identify if there is a work related stress problem (as listed in section 6.3 above)
- Consider carrying out the assessment as a group, involving Trade Union representatives, the Staff Psychological Well-Being Service or Workforce & OD.

Managers are required to undertake some form of stress risk assessment in collaboration with the individual member of staff when:

- Work related stress is cited as the reason for sickness absence
- A member of staff raises concerns about their own level of work related stress.

Managers are advised to make use of the Health Board's Individual Stress Risk Assessment process and forms. The risk assessment and any subsequent actions undertaken should be clearly documented.

Guidance on using stress risk assessments with individuals or teams can be found in the Psychological Well-Being Toolkit which is available on the Health Board Intranet site. The Individual Stress Risk Assessment Forms can also be found as part of the Toolkit.

6.7. Strategies for Promoting Psychological Well-Being at Work

Strategies for the promotion of psychological well-being at work can be seen to operate at three levels: Promotion; Management and Treatment. It is now generally accepted that adopting a treatment only approach is no longer satisfactory or effective.

6.7.1. Promotion of well-being at work / Prevention of work related difficulties

This involves designing jobs, work and teams to promote well-being, job satisfaction and effectiveness and to prevent stress. This includes:

- Building an organisational culture based on trust and mutual respect
- Developing effective team working
- Training and supporting managers to develop effective skills in promoting and managing well-being at work

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- Enhancing communication skills
- Using the HSE Management Standards framework when designing jobs, services and processes.

6.7.2. Boosting resources / Managing difficulties

At this level work is done to help individuals and managers to develop strategies for coping with work and work related difficulties. This includes:

- Developing managers' competencies to deal effectively with issues around mental health and stress and support them to address risks and problems as early and effectively as possible
- Providing learning and development opportunities to support managers in managing conflict at work
- Providing access to effective, appropriate and accessible mediation services for addressing work-related conflict
- Developing managers' skills in managing change and managing people through change
- Providing accessible opportunities to all staff to develop strategies to manage work pressures effectively.

6.7.3. Intervention / Treatment

This involves providing accessible support to individual staff and teams who are experiencing difficulties. This includes:

- Team interventions and support
- The provision of appropriate psychological therapy or counselling for individuals
- Interventions, support and guidance to improve work-life balance.

7. RESPONSIBILITIES FOR PSYCHOLOGICAL WELL-BEING AT WORK

7.1. **The Health Board / Executive Directors**

In acknowledging the importance of a strategic programme for the promotion of psychological well-being and the prevention and management of work related stress the Health Board / Executive Directors will:

- Ensure the implementation of national guidance on employee psychological well-being within a strategic and co-ordinated approach
- Embed employee psychological well-being in organisational culture, systems and infrastructure, demonstrating its importance through behaviour and decision making
- Ensure that systems are in place to support the prevention and management of stress at work
- Strengthen the role of line managers in promoting psychological well-being through supportive leadership style and management practices
- Provide adequate support to enable managers to implement this policy as a Health Board priority
- Ensure that services, departments and policies within the Health Board which promote staff health and well-being are appropriately supported and accessible to all staff
- Prioritise the provision of early and effective interventions for staff psychological well-being
- Be proactive in challenging any stigma attached to the experience of work related stress, mental health problems or the use of support services
- Promote a culture in which all members of staff are supportive of colleagues who appear to be struggling at work

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- Provide positive behavioural role models by actively maintaining their own psychological well-being and preventing and managing their own stress to avoid the cascade impact of stress down the management line.

7.2. All employees

The way that people treat each other has a powerful effect on psychological well-being and on raising or lowering pressure and stress levels at work. It is very important that we work with each other in a way which helps control uncomfortable pressure. All employees have a responsibility to contribute to a supportive and psychologically healthy work environment by:

- Being respectful and considerate of others, positively appreciating people and their efforts
- Listening to the concerns of others and providing practical support as appropriate
- Being ready to offer help if you can see a colleague is struggling
- Respecting confidentiality
- Participating in goal setting and positive management of workload, avoiding overloading themselves or others with extra work or responsibility
- Developing a balanced and responsible approach to work and their personal lives
- Raising any concerns about pressure or stress at work with your line manager (or another appropriate person: Workforce & OD Advisor; Occupational Health; Staff Psychological Well-Being Service; Union Representative or the senior management team) before distress becomes prolonged or serious enough to impede performance at work or lead to absence
- Collaborating and co-operating with stress risk assessment procedures (individual or team)
- Contributing and engaging with the PADR process and viewing it as an opportunity to influence their personal development and the nature of their roles.

Any employee may self refer to Occupational Health or the Staff Psychological Well-Being Service at any time for advice or support relating to work or personal issues.

7.3. Senior Management Teams

Senior managers have a vital role to play in promoting psychological well-being and managing stress in the following ways:

- Including the promotion of psychological well-being and the prevention and management of stress on the agenda of meetings at team and management team level
- Actively promoting good working practices
- Considering the potential impact to staff of changes to working practices and/or environments
- Ensuring that local systems are in place for identifying and addressing stress in the workplace and that any actions taken are monitored and reviewed
- Providing support to managers in the design of jobs, work and teams that promote psychological well-being
- Regularly reviewing absence statistics and other indicators of well-being at departmental and organisational levels
- Ensuring that managers do not place undue, irrelevant or excessive work demands on employees
- Providing positive behavioural role models by actively maintaining their own psychological well-being and preventing and managing their own stress to avoid the cascade impact of stress down the management line

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- Ensuring that staff performing a management or supervisory function have the necessary competencies to manage well-being at work.

7.4. Line Managers

The Boorman review recommends that “all NHS leaders and managers are developed and equipped to recognise the link between staff health and well-being and organisational performance and that their actions are judged in terms of whether they contribute to or undermine staff health and well-being”⁴. Line managers have a key role to play in promoting psychological well-being and preventing and managing work related stress including the following:

7.4.1. Stress Risk Assessments

- Monitor the workplace, carry out or facilitate individual or team stress risk assessments to identify the sources of stress in the workplace and implement recommendations in order to eliminate or minimise the effects of such stressors.

7.4.2. Support

- Be sensitive to changes in behaviour that may indicate distress and know how to open a potentially difficult conversation, agree actions and resolve issues early on. They do not need to be experts on mental health, but they should be respectful, responsible, proactive and reasonable
- Use good communication skills in addressing mental health and stress-related issues
- Be consistent in their approach to absence due to mental health difficulties or stress
- Offer support to employees and facilitate support from elsewhere as necessary
- Give non-judgemental and proactive support to individual staff who experience mental health problems
- Carefully manage organisational processes that could potentially have an adverse impact on an individual’s psychological well-being including investigations, whistle-blowing, dignity at work, disciplinary, grievance and capability procedures.

7.4.3. Learning and Development

- Be aware of employees’ learning and development needs, especially when an employee is taking on a new or changed role.
- Make effective use of learning and development opportunities in good management practice and health and safety, as requested and as required, including the development of the competencies required to effectively manage well-being at work.

7.4.4. Communication

- Maintain effective communication at all times
- Provide regular positive feedback and constructive criticism
- Consult and involve staff at the earliest appropriate stage in decisions that affect them
- Encourage open discussion of sources of pressure and stress at team meetings and adopt an open door policy, which would assist in the identification of stress-related problems at an early stage, thereby allowing early intervention
- Ensure that senior management are aware of key issues over which line managers have no direct control so that the need for action at an organisational level can be considered
- Ensure that bullying and harassment are not tolerated within their jurisdiction.

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7.4.5. In Managing Workload, managers are advised to:

- Regularly monitor workload for teams and for individual members of staff in order to ensure that it does not become excessive
- Consider the implications for employees of any changes to working practices, ways of working, technical changes etc
- Avoid overloading extra work or responsibility on employees under stress
- Manage poor performance and attendance effectively in order to prevent unnecessary pressure on colleagues
- Be clear about roles and responsibilities for their staff and regularly monitor and review stress indicators e.g. patterns of absence
- Monitor working hours and overtime to ensure that staff are not overworking
- Monitor holidays to ensure that employees are taking their full entitlement.

7.4.6. Stress-related Absence

- Be consistent in managing absence for psychological reasons and refer to the All Wales Sickness Absence Policy for guidance.
- Be aware that increased absence might indicate underlying psychological or stress related problems
- Keep in touch with any employees who are on prolonged sick leave and agree with the individual how to support their return to work
- Use the opportunity of return to work interviews to discuss stress-related problems where appropriate. If work related stress is cited as the reason for absence in a sick note, the manager is responsible for initiating an Individual Stress Risk Assessment.
- Where an absence is stress related to make an early recommendation for the person to self refer to the Staff Psychological Well-Being Service
- Seek advice from the Staff Psychological Well-Being Service or Occupational Health Department if in any doubt.

7.5. **Workforce & OD**

- Assist in monitoring the effectiveness of measures to promote psychological well-being and address stress by collating sickness absence statistics
- Advise managers and individuals on learning and development requirements
- Provide continuing support to managers and individuals in a changing environment and encourage referral to the Staff Psychological Well-Being Service or to Occupational Health where appropriate
- Advise and deal with complaints on equality of opportunity, unacceptable behaviour and disability matters ensuring fairness and consistency in the treatment of all employees
- Ensure that the employment of people who have experienced mental health problems is positively encouraged by providing fair and non-discriminatory recruitment and selection procedures and that employees who experience mental health difficulties are not discriminated against
- Participate with managers in resolving work related stress issues and associated conflicts.

7.6. **Leadership, Education and Development**

- Provide learning and development opportunities in good management practices for managers and supervisory staff
- Prioritise the development of management competencies and skills in managing well-being at work and supporting staff with mental health problems

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- Assist in the co-ordination, monitoring and evaluation of learning and development opportunities in relation to psychological well-being and mental health at work.

7.7. Staff Psychological Well-Being Service

- Provide specialist advice, consultation and learning opportunities on psychological well-being for managers, teams and individual employees
- Promote work practices that enhance the psychological well-being of staff
- Provide consultation and support on conducting well-being audits, stress risk assessments and psychologically informed organisational health interventions to identify and address causes of work related stress
- Provide a confidential advice and psychological therapy / counselling service for all employees and provide referrals to outside specialist agencies where required
- Support individuals who have been off sick with psychological or stress related difficulties and provide specialist advice on return to work plans
- Assist in monitoring and reviewing the effectiveness of measures to improve psychological well-being and reduce stress
- Inform the Health Board of any changes and developments in the field of psychological well-being at work.

7.8. Occupational Health Department

- Proactively promote employee health and well-being in alignment with wider public health and health promotion strategies
- Provide advice, support and guidance to managers and employees including psychological support for individuals who are experiencing problems relating to work or personal issues
- Provide advice regarding fitness to return to work following a management referral
- Provide advice in addressing issues raised through the stress risk assessment process
- Provide advice on the effect of work on health and make recommendations in relation to an individual's return to work following sickness.

7.9. Other Policies and Procedures that may be applicable

- Alcohol and Drug/Substance Misuse Policy
- All Wales Capability Policy
- All Wales Dignity at Work Policy
- All Wales Disciplinary Policy
- All Wales Grievance Policy
- All Wales Sickness Policy
- Domestic Abuse Policy
- Work/Life Balance - Flexible Working Policy
- Organisational Health and Employee Well-Being Strategy
- Strategy to Reduce the Risk of Violence to Staff
- Strategy for the Management of Musculo-skeletal Disorders
- Working Times Regulations Policy (excl Medical/Dental staff)

7.10. The Health at Work Group

- Develop and agree a plan of action to implement the key health improvement areas within the Corporate Health Standard award criteria, including Mental Health Promotion
- Support the implementation of the agreed action plans (including Mental Health Promotion) across the organisation

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- Provide a forum for sharing and implementation of ideas, good evidence based practice, policy guidelines such as the Black Report, Boorman Review and WAG policy
- Promote awareness of the complexity of issues which affect well-being to enable an effective and strategic approach to their management including workplace culture, stress at work, physical environment, work-life balance and communication.
- Review the evidence base in relation to what works effectively to maintain/improve staff health and well-being
- Review national and local initiatives in order to secure the best resources and information to support the health and well-being agenda of staff
- Ensure cost effective use of resources to support the implementation of the Mental Health Promotion action plan
- Monitor and evaluate activities/actions from the plan and report progress to appropriate groups/committees.

7.11. Psychological Well-Being Sub-Group (of the Health at Work Group)

- Provide an organisational lead on issues relating to employee psychological well-being and stress in the workplace
- Produce, monitor and review the implementation of a Staff Psychological Well-Being Policy including the consideration of all resource implications
- Facilitate the embedding of employee psychological well-being and the prevention and management of stress into the Hywel Dda wide culture
- Advise on the development of a risk assessment approach for identifying, controlling or eliminating work related stress following guidance from the Health and Safety Executive and in line with current legislation
- Monitor the risk and prevalence of work stress across the organisation, prioritise areas requiring attention and advise on the allocation of/signposting to resources required to provide effective intervention
- Monitor the effectiveness of organisational health interventions and report on these to the appropriate committees
- Advise the Health at Work Steering Group on issues relating to employee psychological well-being and support the delivery of the Corporate Health Standard with reference to Mental Health Promotion.

8. EQUALITY

Hywel Dda Health Board recognises the diversity of its workforce. Our aim is therefore to provide a safe environment where all employees are treated fairly and equally and with dignity and respect. Hywel Dda Health Board recognises that the promotion of equality and human rights is central to its work both as a provider of healthcare and as an employer. This policy has been impact assessed to ensure that it promotes equality and human rights. The assessment was undertaken using the toolkit of the NHS Centre for Equality and Human Rights. The equality impact assessment outcome is available to download with this policy.

9. TRAINING

All staff will be made aware of the existence of policies at Induction. Copies of policies can also be viewed on the Health Board's Intranet or obtained via the Workforce and Organisational Development Department. Learning and development opportunities will be provided as appropriate depending on the complexity of the policy. These may be provided at training sessions which all staff will be informed of in advance via internal communication channels, their line manager.

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10. IMPLEMENTATION

- Managers are responsible for raising awareness of the policy to all employees.
- The policy will be advertised in Health Board publications/briefings and will be made available on the Intranet.
- Managers who require training as a result of this policy should contact their Learning and Development Department.

11. MONITORING

Monitoring of the use of and compliance with this policy will be undertaken periodically by the Psychological Well-Being Sub-Group and reported on to the Health at Work Group.

12. REVIEW

This policy will be reviewed in three years time. Earlier review may be required in response to exceptional circumstances, organisational change or relevant changes in legislation or guidance.

13. REFERENCES

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