

STRESS AND WELLBEING POLICY

Version No: 1

Document Summary:

To provide managers and employees with guidance about the recognition of stress and wellbeing and how to manage them on an individual and departmental level.

Document status	Approved	
Document type	Policy	Trust wide
Document number	PD0029	
Approving body	People Performance Council	
Date approved	14/03/2024	
Date implemented	26/03/2024	
Review date	*3 years from approval date 31/03/2027	
Accountable Director	Director of Human Resources	
Policy Author	Wellbeing Lead	
Target audience	All staff	

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Document Control

[Author to complete all sections apart from Section 4 & 5]

Section 1 – Document Information	
Title	Stress and Wellbeing Policy
Directorate	Corporate
Brief Description of amendments	
Sentence added re any conflict support page 12 HR Council, Workforce council changed to people performance council throughout Please state if a document has been superseded.	
Does the document follow the Trust agreed format?	Yes
Are all mandatory headings complete?	Yes
Does the document outline clearly the monitoring compliance and performance management?	Yes
Equality Analysis completed?	Yes
Data Protection Impact Analysis completed?	Yes

Section 2 – Consultation Information*	
*Please remember to consult with all services provided by the Trust, including Community & Primary Care	
Consultation Completed	<input type="checkbox"/> Trust wide <input type="checkbox"/> Local <input type="checkbox"/> Specific staff group
Consultation start date	20/07/2023
Consultation end date	Click here to enter a date.

Section 3 – Version Control		
Version	Date Approved	Brief Summary of Changes
1	Click here to enter a date.	New document due to merger of previous policies. Risk assessments updated. Section defined processes between departmental and individual stress. Section re physiotherapy removed.
1 PD	14/03/2024	Sentence added re any conflict support page 12 HR Council, Workforce council changed to people performance council throughout
	Click here to enter a date.	
	Click here to enter a date.	

Section 4 – Approval – <i>To be completed by Document Control</i>	
Document approved	<input checked="" type="checkbox"/> Approved <input type="checkbox"/> Approved with minor amendments
Assurance provided by author & Chair	<input type="checkbox"/> Minutes of meeting <input checked="" type="checkbox"/> E-mail with Chair's approval
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Review date	Click here to enter a date.

Section 5 – Withdrawal – <i>To be completed by Document Control</i>	
Reason for withdrawal	<input type="checkbox"/> No longer required <input type="checkbox"/> Superseded
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1. Scope

The contents of this document apply to all staff who work for Mersey and West Lancashire Teaching Hospitals NHS Trust (MWL).

2. Introduction

Stress suffered by individuals is not always occupational in origin, however, the effects of personal stresses may impact significantly on an individual's ability to cope at work.

Working practices affect the level of perceived occupational stress and the key factor which the Trust may influence, in determining whether a person copes, is the support they receive whilst at work. There is a duty of care owed by the Trust towards employees, not to subject them to unnecessary risk, which includes excessive stress created by work pressures.

It is reasonable for an employer to assume, unless otherwise aware, that all employees are capable of withstanding reasonable pressure from work. However, once the employee has been identified as suffering from work related stress, the Trust must take the necessary action to mitigate the problem, for that employee.

Causes of stress at work (HSE)

The health and Safety Executive has identified six main areas that can lead to work-related stress if they are not managed properly. These are: demands, control, support, relationships, role and change.

These are also known as the Management standards:

- **DEMANDS**

This includes issues such as workload, work patterns and the work environment.

- **CONTROL**

How much say the person has in the way they do their work.

- **SUPPORT**

This includes the encouragement, sponsorship and resources provided by the organisation, management and colleagues

- **RELATIONSHIPS**

This 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

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Stress affects people differently – what stresses one person may not affect another. Factors like skills and experience, age or disability may all affect whether an employee can cope.

The Trust is committed to support the health and wellbeing of the workforce and to minimise the impact of work related stress which can be a major factor in reduced performance, increased sickness absence and low morale, by taking practical steps, to prevent potential harm to the mental wellbeing and physical health and safety of all employees.

3. Statement of Intent

The purpose of this policy is to provide managers and employees with guidance to enable them to recognise stress and how to manage it, both on a generic and individual level, it also highlights the need for Well Being Conversations. This policy is in line with the Health and Safety Legislation – Management Standards for work related stress 2012. The objectives of this policy are to:

- To equip and support Managers and Staff within the Trust with the knowledge and tools to help to identify, prevent and manage work related stress while also complying with HSE legislation and Employment Law.

- Report to the people policy council any issues requiring a corporate responsibility

- Adhering to this policy should negate the possibility of burnout to employees.

4. Definitions

Term	Definition/meaning
Stress	The Health and Safety Executive (HSE) define stress as: - “The adverse reaction people have to excessive pressure or other types of demand placed on them. This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress. Stress is defined as the negative response to too much pressure or too many demands, with which the individual finds difficulty in coping, particularly if it is prolonged, represents a risk to both mental and physical health.”
Work Related Stress	Stress is the adverse reaction people have to excessive pressures or other types of demand placed on them. There is a clear distinction between pressure, which can create a ‘buzz’ and be motivating, and stress, which occurs when this pressure becomes excessive. More information about work-related stress, how to identify it, how it impacts on people, and what to do if you identify a problem can be found on the HSE stress webpages.
Stressors	A stressor is an agent, condition, or other stimulus

Burnout	<p>Burn-out is defined in ICD-11 as follows:</p> <p>“Burn-out is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterized by three dimensions:</p> <ul style="list-style-type: none"> • feelings of energy depletion or exhaustion • increased mental distance from one’s job, or feelings of negativism or cynicism related to one’s job; and • reduced professional efficacy. <p>Burn-out refers specifically to phenomena in the occupational context and should not be applied to describe experiences in other areas of life.”</p>
Moral distress and moral Injury	<p>Moral distress refers to the psychological unease generated where professionals identify an ethically correct action to take but are constrained in their ability to take that action.</p> <p>Moral injury can arise where sustained moral distress leads to impaired function or longer-term psychological harm.</p>

5. Duties, Accountabilities and Responsibilities

5.1 Chief Executive

As the employer, the Trust has overall responsibility for the health, safety and wellbeing of all patients, staff and other persons affected by the activities of the Trust. The Chief Executive

- is tasked with ensuring that effective measures are put into place to ensure this responsibility is met. This will be achieved through the development of successful implementation of the Trust’s Health and Safety Management System, of which the policy on Managing Work Related Stress is an important element.
- will secure the effective operation and continued improvement of health and safety management by ensuring systems are in place for the control of policy formulation, development and monitoring of senior manager objectives, risk assessment and the setting and monitoring of performance standards.
- will have and encourage Well Being Conversations throughout the Trust
- delegate the authority to develop and review the Trust’s policy and management of work related stress to the Director of HR.

5.2 Director of Human Resources

The Director of HR has the delegated authority of the Chief Executive to undertake the following:

- policy development, communication and review.
- promote Wellbeing conversations throughout the Trust.
- ensure that information on staff health and wellbeing is communicated to staff, through the Health, Work and Wellbeing team.

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- provide data from monthly directorate workforce information reports on sickness absence and turnover, which will indicate where further action may be required, where there is a reason to believe that there is a differential impact on demographic groups or individuals.
- form an opinion from the staff attitude survey and other data sources on the success of the Trust's policy to manage work related stress, monitoring trends and making recommendations to the Trust Board, considering the demographic breakdown of respondents to monitor any differential impact.
- provide advice for managers on the implementation of the policy and training on the causes of stress and Well Being in the workplace including information on how stress can affect demographic groups of staff.
- provide support for managers in using the HSE Management Standards to identify potential sources of stress within their departments.
- create suitable and sufficient support for those staff harmed by work related stress, through the provision of an Employee Assistance Programme where appropriate and ensure that support is available through the Health, Work and Wellbeing department and Counselling Service.
- ensure that policies, which relate to potentially stressful situations in an employee's working life: e.g., redeployment, retirement and change management contain information for staff about the support that is available, including specific support for different demographic groups, where available.
- ensure all risks identified are logged on the risk register.
- receive information on stress in order to provide assurance to the Trust Board that each Directorate has complied with the Trust Policy

5.3 Assistant Directors of Operations

Assistant Directors of Operations (ADO's) will:

- oversee the completion of stress risk assessments for their area of responsibility.
- ensure that each directorate manager is aware of the Trust policy to manage work related stress and has undertaken a risk assessment process within their areas.
- engage with staff in Well Being Conversations
- support staff in line with the requirements in this policy.

5.4 Directorate Managers

Directorate Managers will ensure that:

- arrangements are established to ensure that each service within the directorate is aware of the Trust's policy on work related stress.
- risk assessments are undertaken in their area of responsibility.
- support is given to the implementation of action plans that will assist in removing / reducing work related stress within the directorate, considering the needs of specific demographic groups.
- promote Well Being Conversations
- monitor all risks identified on the risk register and escalating in line with the governance and risk strategy framework.

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- any additional risk controls, which cannot be immediately implemented, are included in the Directorate's Risk Register and feedback is provided to affected staff.

5.5 Line Managers

Line managers should:

- conduct regular risk assessments within their department / area, with support from the HR directorate, and advice from the Health and Safety Department (Appendices A and C).
- ensure good communication between management and staff, particularly where there are organisational and procedural changes.
- ensure staff are appropriately trained to discharge their duties.
- monitor workloads to ensure that individual members of staff are not overloaded.
- monitor working hours to ensure that staff are not working excessive hours and that they are taking the appropriate annual leave entitlements.
- attend training, as requested, in good management practice and health, safety and wellbeing.
- ensure that the Respect & Dignity at work policy is adhered to.
- be vigilant and offer additional support to a member of staff who is experiencing stress outside work, e.g., bereavement or separation.
- coordinate and assist in compilation of action plans, following definitions of interventions by staff focus groups.
- as far as reasonably practicable, manage implementation of the action plan and establish additional risk controls.
- as work-related stress falls within the remit of the Equality Act 2010 managers are legally required to provide support for staff that may be harmed by work related stress. This may be through reasonable adjustment to job role or hours of work, information on stress management courses, see Reasonable Adjustment Policy.
- ensure that staff are aware of the Employee Assistance Programme and counselling service and support staff who wish to make a self-referral.
- signpost staff to the relevant e-learning resources on managing personal stress and relaxation/stress management sessions, provided by the Health, Work and Wellbeing Department.
- nominate and support a Well Being Champion for their area of work.

5.6 Employees

All employees have a duty to take care of their own health and safety at work. They should familiarise themselves with the stress management policy and raise any problems that they may be experiencing, without highlighting their concerns management will not be able to help to resolve the issue. Staff can request a Stress Risk Assessment at any time if they have any concerns regarding stress symptoms. They should:

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- participate in the use of the HSE audit tool to assist in determining the causes of work-related stress in their department (Appendix C).
- raise issues of concern about stress that they may be experiencing with their line manager, trade union representative, health and safety representative or Health, Work and Wellbeing Service.
- engage in wellbeing conversations.
- raise issues of concern with their line manager, Health and Safety representative, Health, Work and Wellbeing, Staff Support Services, Freedom to Speak up Guardian or any other appropriate person/agency.
- assist their line manager in implementing any actions, the purpose of which is to reduce the risk of work-related stress.
- report any work-related stress on the Trust’s Datix system and highlight to Line Manager any reporting issues.
- be prepared to consider options to address problems, such as counselling or other wellbeing support.

5.7 Health, Work and Wellbeing

This department will support the Policy by providing:

- a confidential and supportive service to Trust employees.
- support for individuals who have been off sick with stress and advice to both the employee and their manager, on workplace modifications including, where appropriate, a phased return to work.
- promote Well Being Conversations (Appendix A)
- signpost employees to primary care teams, workplace counsellors or specialists, as appropriate.
- liaise closely with the Well Being Hub, who will support staff on a one to one, or within group sessions.

5.8 Quality Committee

The Quality Committee will follow the progress of action plans where deficits in compliance with KPI’s are identified through the monitoring processes thus providing Board assurance.

5.9 The Trust Board

The Board are responsible for ensuring that the policy is being adhered to, both collectively and by the management and staff in their area of responsibility. The Well Being Guardian taking an assurance role at Board level. The Board will monitor the impact of the policy but will be delegated to the People performance council and the

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auditing to the Health, Work and Wellbeing team, however the HR Director and people performance council will highlight any areas of significant shortfall identified to the Board.

6. Process

How the organisation carries out risk assessment for the prevention and management of work-related stress

The Trust will adopt the following approach to stress risk assessment: -

- departmental Stress Risk Assessments (Appendix C)
- individual employee specific risk assessments (Appendix D)

Departmental Stress Risk Assessment

The Trust has developed a risk assessment, model that is based on the HSE model of risk assessment. A blank template to be used for a departmental risk assessment is at Appendix C.

Regular departmental stress risk assessment should be completed, the frequency of the risk assessment will be dependent on a number of factors, e.g., if staff are experiencing higher demands or change is taking place in the department a review of the risk assessment should be undertaken.

The process of stress risk assessment is based upon, the following principles: -

- identify the hazards – Identification of stressors.
- decide who might be harmed and how.
- evaluate the risk by identifying what action is already being taken and whether this is adequate, if not decide what else needs to be done.
- record the significant findings of the risk assessment.
- monitor and review the assessment at appropriate intervals.

Departmental stress risk assessments will be recorded on the Trust Risk Register, as per the process detailed in the Trust Risk Management Strategy

Managers may use a variety of sources of information to assess the health and wellbeing of their team. The following information may be reviewed as appropriate to identify potential stressors in the workplace:

- a) annual Staff Satisfaction Survey
- b) sickness absence performance reports and reasons for absence
- c) grievances
- d) complaints

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- e) incident reports
- f) Resilience/change management surveys
- g) Department risk assessment tool (**Appendix C**)
- h) Individual risk assessment tool (**Appendix D**)

(Appendix B) contains further guidance for line managers on the identification and management of stress in the workplace.

The manager should complete the Stress Risk Assessment using the six categories identified by the HSE. Risks should then be prioritised and an action plan completed. The line manager should monitor the action plan and progress actions.

Stress Review

As the basis for risk assessment, line managers should risk assess to gain an initial indication of whether stress is a problem in their department by:

- discussing health and wellbeing with staff at one to one and team meetings with particular focus on work related pressures and staff resilience levels e.g., to changes, service demands.
- ensuring staff are sign posted to the most appropriate support in a timely way.
- ensure staff are aware they can self-refer to HWWB or Vita Health counselling services for confidential support.
- seeking advice from their HR Advisor on the analysis of sickness absence reports according to division and staff group to determine any stressors, which are common to specific areas within the Trust.
- seek advice from EAP or the Health, Work and Wellbeing service on specific concerns or trends.
- should any department/area be identified as a cause for concern, the potential risk should be escalated to the Assistant Director.

Individual Stress Risk Assessment

In order to facilitate the process of risk managing individual cases of stress, the Trust has developed an individual stress risk assessment. See appendix D for Individual Stress Risk Assessment Template. The line manager and employee will identify which of the conversations in the Templates are relevant and complete the documentation in a one-to-one confidential meeting.

This has been designed to facilitate the identification of stressors and mitigating action(s) that are relevant to that individual, and the control of such risks.

If a member of staff is absent through stress, or the line manager feels there is a potential risk to the individual an Individual Stress Management Risk Assessment is to be

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completed (Appendix D). This should be completed at the earliest point, completing before the individual returns to work is likely to help expediate a return to work if this isn't possible complete following an individual's return to work. The Manager and Employee complete the risk assessment and a reasonably practicable action plan is agreed with review dates. If there is conflict then the employee may request assistance from another senior member of the team or H.R.

The individual can request a Stress Risk Assessment at any time if they have any concerns regarding symptoms of stress.

If following the risk assessment, the Manager or individual highlight any concerns regarding the health and wellbeing of the staff member they should contact Health Work and Wellbeing for further advice and support.

Staff can discuss their wellbeing with their manager, a trade union representative, Human Resources or the Health, Work and Wellbeing service. Staff can self-refer to the 24-hour Employee Assistance Programme, Vita, which provides counselling and other information about dealing with stress. Freephone from UK landline: 0800 111 6387 For Management Support: 0800 111 6385 or Visit www.my-eap.com _use access code: sthkwel or southportwell

Staff can access the Health, Work and Wellbeing Extranet page, which provides other helpful information regarding stress related matters. For specific information regarding mental health issues or concerns Managers or individuals can also contact the Wellbeing Hub who can provide more bespoke information.

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7. Training

What aspect/s of this policy will require staff training?	Which staff groups require this training?	Is this training covered in the Trust's Statutory & Mandatory Training Policy?	If no, how will the training be delivered ?	Who will deliver the training?	How often will staff require training	Who will ensure and monitor that staff have this training
Risk Assessment	Ward / Department Managers	No	Face to face	HR as part of the Management of attendance Training. OH Lunch & Learn sessions online	As and when required	Ward/Departmental Managers
Health and Safety	All staff	Yes	As per Trust Training policy	Health and Safety team E-learning	Annual	Ward/Departmental Managers

8. Monitoring Compliance

8.1 Key Performance Indicators (KPIs) of the Policy

No	Key Performance Indicators (KPIs) Expected Outcomes
1.	A reduction in sickness absence trends relating to stress
2.	A reduction in the number of DATIXs relating to stress
3.	Staff satisfaction outcomes
4.	Referrals to the Well Being Hub linked to improved attendance
5.	Improvement of staff uptake of the EAP

8.2 Performance Management of the Policy

Minimum Requirement to be Monitored	Lead(s)	Tool	Frequency	Reporting Arrangements	Lead(s) for acting on Recommendations
Compliance of Policy by managers	Wellbeing	Audit	Annual	People performance council	Deputy Director of HR

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9. References/Bibliography/Relevant Legislation/National Guidelines

No	Reference
1.	www.hse.gov.uk/simple-health-safety/risk/
2.	The Health & Safety at Work etc. Act 1974 - HSE
3.	Healthy workplaces: improving employee mental and physical health and wellbeing NICE (2017)
4.	How to tackle work-related stress HSE (2009) A guide for employers on making the Management Standards work. At: https://www.hse.gov.uk/pubns/indg430.pdf
5.	Equality Act 2010
6.	NICE Guidance for Managing Mental Health www.org.uk
7.	https://www.hse.gov.uk/stress/assets/docs/talking-toolkit-nhs-england.pdf
8.	https://www.hse.gov.uk/pubns/wbk01.pdf
9.	https://www.nhsemployers.org/publications/guidance-prevention-and-management-stress-work
10.	World health Organisation (WHO)
11.	Moral Injury https://www.bma.org.uk/media/4209/bma-moral-distress-injury-survey-report-june-2021.pdf
12.	https://www.who.int/standards/classifications/frequently-asked-questions/burn-out-an-occupational-phenomenon#:~:text=%E2%80%9CBurn%2Dout%20is%20a%20syndrome.related%20to%20one%27s%20job%3B%20and
13.	https://www.gmc-uk.org/-/media/documents/somep-2019---chapter-2_pdf-81119428.pdf
14.	https://www.bma.org.uk/bma-media-centre/shameful-levels-of-burnout-highlighted-in-gmc-survey-says-bma
15.	https://www.bmj.com/content/378/bmj.o1796
16.	https://www.nhsemployers.org/articles/beating-burnout-nhs

10. Related Trust Documents

No	Related Document
1.	Equality and Human Rights Policy
2.	Raising Concerns Policy and Procedure
3.	Domestic Abuse Policy
4.	Absence Management Policy
5.	Grievance Policy
6.	Flexible Working Policy
7.	Reasonable Adjustments Policy

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11. Equality Analysis Screening Tool

The EIA screening must be carried out on all policies, procedures, organisational changes, service changes, cost improvement programmes and transformation projects at the earliest stage in the planning process. Where the screening identifies that a full EIA needs to be completed, please use the full EIA template.

The completed EIA screening form must be attached to all procedural documents prior to their submission to the appropriate approving body. A separate copy of the assessment must be forwarded to the Head of Patient Inclusion and Experience for monitoring purposes via the following email, cheryl.farmer@sthk.nhs.uk. If the assessment is related to workforce a copy should be sent to the workforce Head of Equality, Diversity and Inclusion for workforce equality&diversity@sthk.nhs.uk.

If this screening assessment indicates that discrimination could potentially be introduced then seek advice from either the Head of Patient Inclusion and Experience or Head of Equality, Diversity (Workforce) and Inclusion.

A full equality impact assessment must be considered on any cost improvement schemes, organisational changes or service changes that could have an impact on patients or staff.

Title of function	
Brief description of function to be assessed	
Date of assessment	01/02/2024
Lead Executive Director	Director of Human Resources
Name of assessor	Jane Williams
Job title of assessor	Specialist Practitioner OH

Equality, Diversity & Inclusion

Does the policy/proposal:

- 1) Have the potential to or will in practice, discriminate against equality groups
- 2) Promote equality of opportunity, or foster good relations between equality groups?
- 3) Where there is potential unlawful discrimination, is this justifiable?

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	Negative Impact	Positive Impact	Justification/ evidence and data source
Age	No	Choose an item.	
Disability	No	Choose an item.	
Gender reassignment	No	Choose an item.	
Pregnancy or maternity	No	Choose an item.	
Race	No	Choose an item.	
Religion or belief	No	Choose an item.	
Sex	No	Choose an item.	
Sexual orientation	No	Choose an item.	

Human Rights

Is the policy/proposal infringing on the Human Rights of individuals or groups?

	Negative Impact	Positive Impact	Justification/ evidence and data source
Right to life	No	Choose an item.	
Right to be free from inhumane or degrading treatment	No	Choose an item.	
Right to liberty/security	No	Choose an item.	
Right to privacy/family life, home and correspondence	No	Choose an item.	
Right to freedom of thought/conscience	No	Choose an item.	
Right to freedom of expression	No	Choose an item.	
Right to a fair trial	No	Choose an item.	

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Health Inequalities

Is the policy/proposal addressing health inequalities and are there potential or actual negative impact on health inequality groups, or positive impacts? Where there is potential unlawful impacts is this justifiable.

	Negative Impact	Positive Impact	Justification/ evidence and data source
Deprived populations	No	Choose an item.	
Inclusion health groups	No	Choose an item.	
5 child clinical areas	No	Choose an item.	
5 adult clinical areas	No	Choose an item.	

Outcome

After completing all of the above sections, please review the responses and consider the outcome.

Is a full EIA required?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Please include rationale:
--------------------------------	--

Sign off

Name of approving manager	
Job title of approving manager	
Date approved	

12. Data Protection Impact Assessment Screening Tool

If you answer **YES** or **UNSURE** to any of the questions below a full Data Protection Impact Assessment will need to be completed in line with Trust policy.

	Yes	No	Unsure	Comments - Document initial comments on the issue and the privacy impacts or clarification why it is not an issue
Is the information about individuals likely to raise privacy concerns or expectations e.g. health records, criminal records or other information people would consider particularly private?		√		
Will the procedural document lead to the collection of new information about individuals?		√		
Are you using information about individuals for a purpose it is not currently used for, or in a way it is not currently used?		√		
Will the implementation of the procedural document require you to contact individuals in ways which they may find intrusive?		√		
Will the information about individuals be disclosed to organisations or people who have not previously had routine access to the information?		√		
Does the procedural document involve you using new technology which might be perceived as being intrusive? e.g. biometrics or facial recognition		√		
Will the procedural document result in you making decisions or taking action against individuals in ways which can have a significant impact on them?		√		
Will the implementation of the procedural document compel individuals to provide information about themselves?		√		

Sign off if no requirement to continue with Data Protection Impact Assessment:

Confirmation that the responses to the above questions are all NO and therefore there is no requirement to continue with the Data Protection Impact Assessment

Policy author

Date 20.07.2023

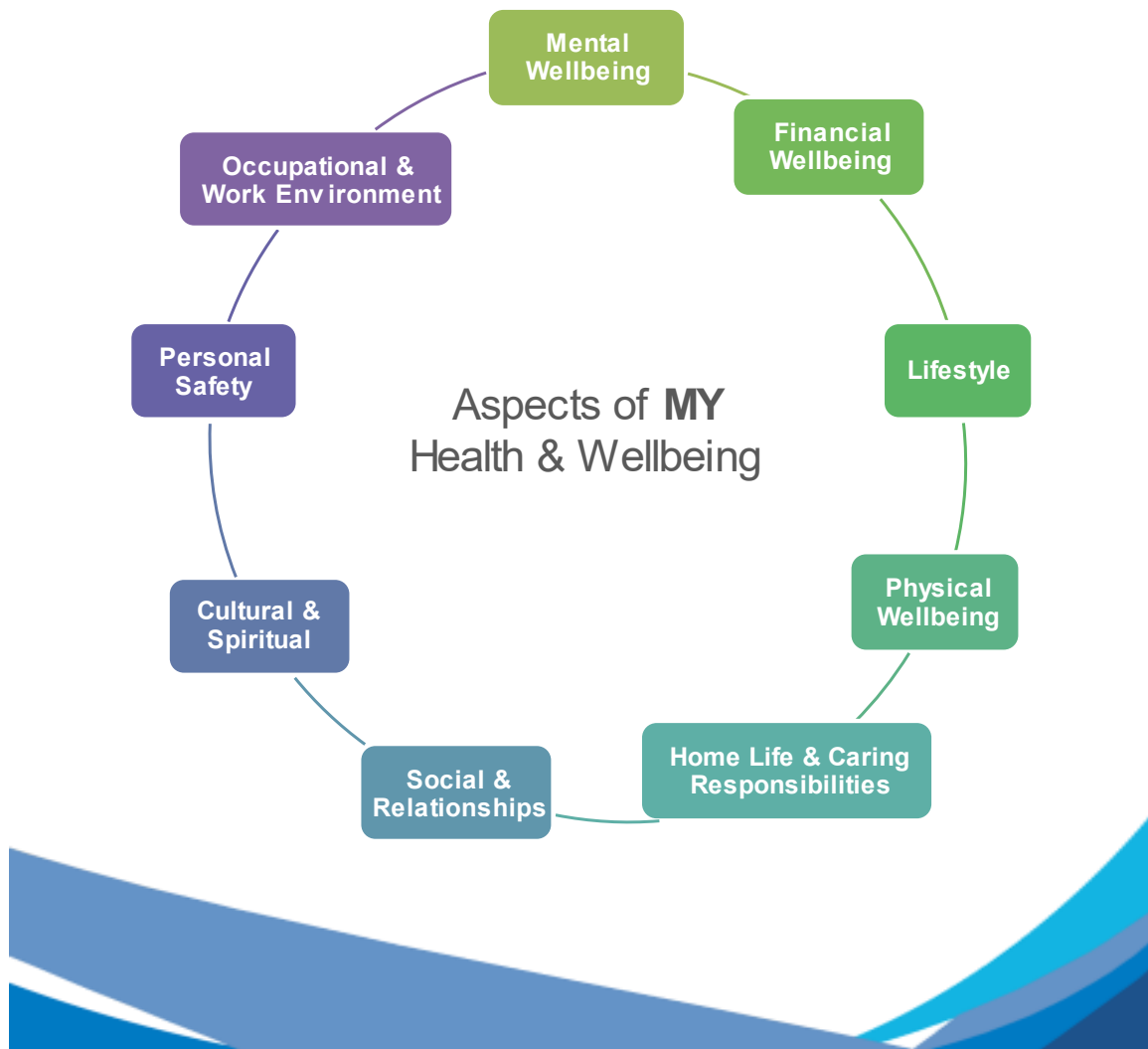
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13. Appendix A – Wellbeing



Wellbeing Conversation Action Plan

Given that many of us face daily pressures in both our work and home lives, it is important to take steps to look after our own wellbeing. This template will support you to consider all elements of wellbeing and agree any actions that may support you to be well at work.



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14. Conversation Action Plan



Wellbeing Conversation Action Plan

Self Care

How do you look after your own wellbeing?

- 1. .
- 2. .
- 3. .

How can you support yourself to stay healthy?

- 1. .
- 2. .
- 3. .

Wellbeing at Work

What helps you stay healthy at work?

- 1. .
- 2. .
- 3. .

How can your manager and team help you to stay healthy at work?

- 1. .
- 2. .
- 3. .

What to look out for...

What are the triggers/signs that you may need support that your manager and colleagues should look out for (both now and thinking about the future)?

- 1. .
- 2. .
- 3. .

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Wellbeing Conversation Action Plan

Line Manager

Do you need any support from your line manager? (if yes, what support do you require)

1. .
2. .
3. .

Reasonable adjustments, are there any that you need to discuss with you line manager?

1. .
2. .
3. .

Equality and Inclusion

Do your manager and colleagues help you feel included and supported at work? (what could make this better)

1. .
2. .
3. .

Anything Else?

Comment:

Note: Health and wellbeing resources can be found on the extranet; The Wellbeing Hub.

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Wellbeing Conversation Action Plan

Hints and Tips for Managers

Planning the conversation

- Ensure you have a confidential space to hold the conversation – whether it's taking place in person or virtually.
- Give your colleague any templates you wish to complete before you meet so they have time to think about what they would like to discuss.
- Prepare by reading your organisation's guidance and help the staff member prepare by ensuring they do the same.
- the content of these conversations should remain confidential and is not recorded anywhere, and that it won't be shared unless the individual consents

Starting the conversation

- Reassure them that this confidential conversation is there to support them and make it clear you can have a follow-up conversation if needed. You can start with a simple "How have you been?" or 'How are you?'

Exploring wellbeing

- Make sure the conversation allows you to explore their wellbeing. You can use open questions, such as:
- How is your general wellbeing at the moment?
- What might be having an impact of your health and wellbeing?
- How are things going, both inside and outside of work?
- Tell me more about that...?
- Can you give me some examples...
- Use this sheet to explore different aspects of wellbeing and remember to consider factors inside and outside of work.

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Wellbeing Conversation Action Plan

Hints and Tips for Managers

Identifying support

- What can you do to help yourself?
- What can I, the team or the organisation do to support you?
- Be aware of your local wellbeing offers, employee assistance programme and access to formal support services such as Occupational Health and Wellbeing teams. Remember this conversation is not a therapeutic intervention - you are there to identify support and action signposting.

Supportive actions

- Work together to agree actions that they will take and that you will take. Encourage your colleague to complete a personal wellbeing action plan. Keep the conversation going by agreeing how and when you will work together to review progress.

Next Steps

- Follow up with any links to signposting discussed in the conversation

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Appendix B

Guidance Notes for Managers & Staff Regarding Identification and Management of Work-Related Stress.

Introduction

Research has shown that a positive, satisfied and psychologically healthy workforce will produce economic benefits to the organisation through improved attendance, motivation and commitment.

Risk assessment should establish the facts relating to foreseeability, severity, costs that could be incurred and practicability of prevention of stress. This would then allow managers to take action where there is a reasonably foreseeable risk of harm to health as a result of work-related stress.

Action(s) that are necessary should include: -

- a) Job descriptions should accurately reflect inherent levels of pressure to enable the potential employee to consider carefully whether s/he can cope with the demands.
- b) Consistently promote the values and behaviours expected of all Trust staff regardless of role, ensuring that Trust Values are adhered too at all times.
- c) Allocate time to local induction and answer any questions.
- d) The promoting of a healthy, happy workforce to improve the quality and effectiveness of patient care.
- e) Recognising the demands made of staff can be multiple, varied and prolonged, particularly as the organisation is constantly subject to pressures, constraints and change.
- f) All staff need to be aware of stress, particularly its harmful effects.
- g) Recognising that staff's psychological fitness for work may be affected by job demands and also issues outside of work.
- h) A collective pro-active approach to reducing occupational stress is essential.

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The HSE identifies six contributing factors that increase the risk of staff developing work related stress:

- a) Job demand – i.e., workload & exposure to physical & psychological hazards.
- b) Control - how much influence an individual has over their own work.
- c) Relationships - including issues such as bullying & harassment.
- d) Change – how it is managed and communicated.
- e) Role – the individual’s understanding & expectations of their role.

Stress Risk Assessment

Risk assessment is a management responsibility under the Management of Health & Safety at Work Regulations 1999, consequently managers have responsibility to:

- take stress seriously and be aware of the early signs in colleagues and team members, ensure staff are aware they can self-refer for support services.
- implement any identified risk reduction measures.
- encourage referral, (and self-referral), to the Health, Work & Well Being Department if staff are experiencing stress related problems.
- consider: - modifying hours, workload, duties and responsibilities for those vulnerable to, suffering from or being rehabilitated back to work having suffered from, an episode of stress, either work related or non-work related. Refer to Work Life Balance Policy.
- ensuring that communication is maintained between managers and teams, particularly during periods of organisational change, to promote open discussion and support.
- ensuring that staff are trained and developed to handle job responsibilities and transitions to new roles. Clinical supervision is extremely important and part of good practice.
- regularly reviewing objectives and priorities giving support and direction through the Personal Development review. Meet regularly as a team and ensure effective communication of Trust and Departmental issues. Provide recognition and encouragement of good performance, but don’t let poor performance or problems build up.
- encourage effective time management by monitoring working hours, overtime, workloads and travel schedules of team members and ensuring appropriate use of holiday entitlement.

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Managing Stress

Everyone suffers from pressure from daily living activities including work & there are measures we can all take to help ourselves and our colleagues reduce the effects of increasing pressure to prevent it becoming distress.

- take responsibility for our own health and wellbeing.
- ensure we act and promote the Trust Values and staff charter.
- be aware of signs of stress in ourselves and in colleagues and offer or seek support as appropriate, as soon as possible.
- take responsibility for seeking the training, advice or supervision necessary to enable effective, safe professional performance within our jobs.
- be aware of and comply with Trust policies particularly regarding Health & Safety issues.

Signs of stress

The signs of stress are many and varied; the following are not exclusive lists but are examples of common reactions.

In the workplace managers and colleagues may notice	
A change in work performance Withdrawal Inconsistent performance Arriving late Uncharacteristic errors Leaving early Indecisiveness Extended lunches Tiredness Absenteeism Making complaints Increased sickness absence Irritability Passivity Lapses in memory Lack of commitment Reference to time pressure Resistance to change. Lack of holiday planning/taking Longer or excessive hours Malicious gossip Criticism of others Bullying/harassment	
Personal	

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Physical	Emotional
Breathlessness Feeling sick or dizzy Headaches Constant tiredness Fainting Restlessness Chest pains Sleep disturbance Tendency to sweat. Constipation or diarrhoea Food cravings Cramps or muscle spasms Pins & needles Lack of appetite High blood pressure Loss of libido	Aggressive Depressed Irritable Neglected Angry Dread of the future Dread of failure Take no interest in life. Lack of self-belief Lack of interest in others Loss of sense of humour Have no one to confide in
Behavioural - You may find you:	
Have difficulty making decisions. Are unable to show true feelings. Have problems concentrating. Avoid difficult situations. Deny there's a problem. Frequently cry	

Appendix C GENERIC Risk Assessment Form

Risk Scoring=Consequence x Likelihood (R=CxL)

- 1 - 3 Very Low Risk
- 4 - 6 Low Risk
- 8 - 12 Moderate Risk
- 15 - 25 High Risk

	Likelihood score				
	1	2	3	4	5
Consequence	Rare	Unlikely	Possible	Likely	Almost certain
5 Catastrophic	5	10	15	20	25
4 Major	4	8	12	16	20
3 Moderate	3	6	9	12	15
2 Minor	2	4	6	8	10
1 Negligible	1	2	3	4	5

Refer to the Risk Management Policy (available on the Trust Intranet)

Assessment for:			By:	Date:	Reviewed:					
Description of the Hazard			Persons in danger	Potential Harm	Existing Safe Systems/ Controls References			Reviewed by		
								Suggested Safe Systems Required and Actions		

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G. Risk Assessment Review

Ref:

<u>Line Managers Review of the Risk Assessment</u>	<u>Departmental Managers Review of the Risk Assessment</u>
Reviewed by:	Reviewed by:
Date:	Date:

Action	Expected Date of Completion	Person Responsible	Completion date

Appendix D

Individual Work Related Stress Risk Assessment

Cause of stress	Question	Is it a problem for you? Use this space to detail what the problem is. If it is not a problem, leave it blank.	What can be done about it? Can we make any adjustments?	Who needs to make sure this action happens?	When should we review whether the action agreed has worked?
Demands	Do different people at work demand things from you, which are hard to combine?				
	Do you have unachievable deadlines?				
	Do you have to work very intensively?				
	Do you have to neglect some tasks because you have too much to do?				
	Are you unable to take sufficient breaks?				
	Do you feel pressured to work long hours?				

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Cause of Stress	Question	Is it a problem for you? Use this space to detail what the problem is. If it is not a problem, leave it blank.	What can be done about it?	Who needs to make sure this action happens?	When should we review whether the action agreed has worked?
Demands	Do you feel you have to work very fast?				
	Do you have unrealistic time pressures?				
Control	Can you decide when to take a break?				
	Do you feel you have a say in your work speed?				
	Do you feel you have a choice in deciding how you do your work?				
	Do you feel you have a choice in deciding what you do at work?				
	Do you feel you have some say over the way you do your work?				
	Do you feel your time can be flexible?				

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Cause of Stress	Question	Is it a problem for you? Use this space to detail what the problem is. If it is not a problem, leave it blank.	What can be done about it?	Who needs to make sure this action happens?	When should we review whether the action agreed has worked?
Support (manager)	Does your manager give you enough supportive feedback on the work you do?				
	Do you feel you can rely on your manager to help you with a work problem?				
	Do you feel you can talk to your manager about something that upsets or annoys you at work?				
	Do you feel your manager supports you through any emotionally demanding work?				
	Do you feel your manager encourages you enough at work?				
Support (peers)	Do you feel your colleagues will help you if work becomes difficult?				
	Do you get the help and support you need from your colleagues?				
	Do you get the respect at work you deserve from your colleagues?				

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	Are your colleagues willing to listen to your work related problems?				
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Cause of Stress	Question	Is it a problem for you? Use this space to detail what the problem is. If it is not a problem, leave it blank.	What can be done about it?	Who needs to make sure this action happens?	When should we review whether the action agreed has worked?
Relationships	Are you personally harassed, in the form of unkind words or behaviour?				
	Do you feel there is friction or anger between colleagues?				
	Are you bullied at work?				
	Are relationships strained at work?				
Role	Are you clear about what is expected of you at work?				
	Do you know how to go about getting your job done?				
	Are you clear about what your duties and responsibilities are?				
	Are you clear about the goals and objectives for the department?				
	Do you understand how your work fits into the overall aim of the organisation?				

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Cause of Stress	Question	Is it a problem for you? Use this space to detail what the problem is. If it is not a problem, leave it blank.	What can be done about it?	Who needs to make sure this action happens?	When should we review whether the action agreed has worked?
Change	Do you have enough opportunities to question managers about change at work?				
	Do you feel consulted regarding changes at work?				
	When changes are made at work, are you clear about how they would work out in practice?				
Other Issues	Is there anything else that is a source of stress for you, at work or at home?				
	Do you feel you would benefit from access to confidential support to discuss these issues?				

Appendix E

Burnout & Moral Injury

Definition (WHO):

Burn-out is defined in ICD-11 as follows:

“Burn-out is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterized by three dimensions:

- *feelings of energy depletion or exhaustion.*
- *increased mental distance from one’s job, or feelings of negativism or cynicism related to one’s job; and*
- *reduced professional efficacy.*

Burn-out refers specifically to phenomena in the occupational context and should not be applied to describe experiences in other areas of life.”

Stress v Burnout

Over engagement -> Disengagement

Overactive emotions -> Blunter emotions

Sense of urgency -> Sense of helplessness

Lack of energy -> Devoid of energy

Leads to anxiety disorders -> Leads to depression.

Physical damage -> Emotional damage

High cause premature deaths -> High cause of suicide

Potential causes of Burnout

External	Internal
Job pressures	Perfectionism
High demands	High standards of self
Lack of autonomy	Suppressing own needs
Time pressures	Work is LIFE
Lack of resources	Work is substitute for social life
Lack of support	Strong need for recognition
Lack of career progression	People pleasing
Poor work organisation	High functioning anxiety/stress
Toxic work environment	
Bullying/exclusion	
Poor communication	