



MENTAL WELLBEING AND MANAGEMENT OF WORK RELATED STRESS POLICY & PROCEDURE

Document Governance

Ratified Date	20/01/2022	Version No	3	Expiry Date <i>Max. 3 years from ratification</i>	20/01/2025
Reason(s) for change (if not new at this edition)					
Three yearly policy review.					

Chief Officer	Associate Chief Nurse, Infection Prevention & Safety (Health & Safety and Physical Health)
Lead Author	Head of Health and Safety (Carlton Brooks)

Document Type:	Policy Procedure	Reference No:	HR038	Document level:	Trust wide
Document purpose:	To provide a framework of information and guidance to managers and employees on the prevention and management of stress.				
Applicable to	All trust employees including bank/agency staff and students.				

People/Groups Consulted:	Human Resources Health and Wellbeing Staff side
Governance oversight group (if applicable)	Health and Safety Sub-Committee
Approval Group:	Quality Assurance Committee

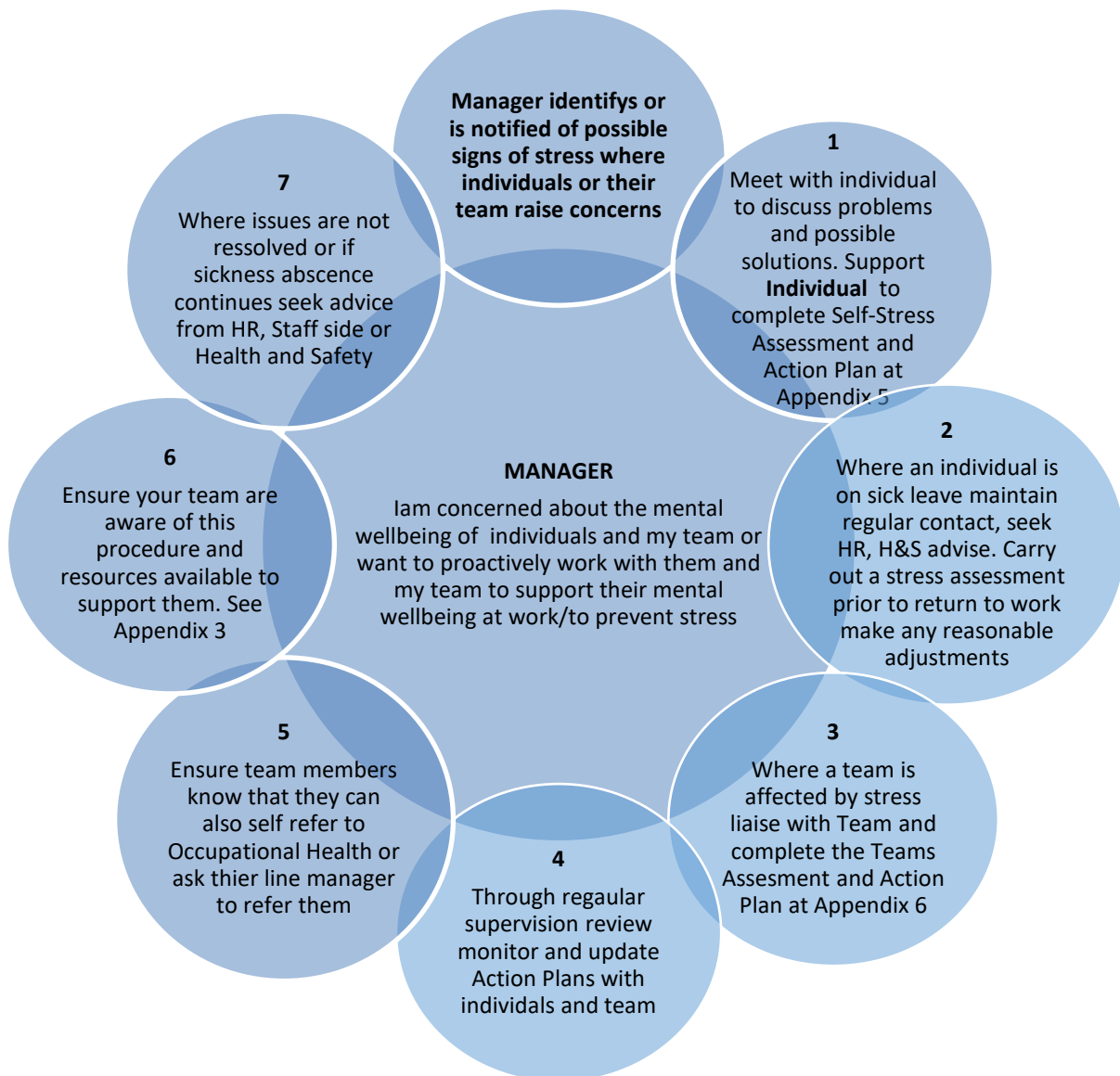
Other documents to be read in conjunction	<ul style="list-style-type: none"> • Trust Risk Management Policy RM 005 • Trust Risk Assessment Procedure HS 021 • Trust Managing Attendance Policy HR 029
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Version Control and Change Summary

Version	Date	Section	Author	Comments
1	2011			
2	2018			Review and re-write and merger with the procedure for supporting staff following traumatic and/or violent incidents/events
3	Jan 2022		Carlton Brooks	Reviewed and updated

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Managers guide to managing stress and completing stress risk assessments



Stress Risk Assessment Procedures

A Stress Risk Assessment should be undertaken at the earliest appropriate opportunity. If the staff member has required sick leave, **Do Not** wait for them to return to work, early assessment and identification of actions to support the employee will often facilitate earlier return to work.

The principles of a risk assessment for stress are the same as for any other hazard. However, it is recognised that it may be more difficult for Managers to identify psychological hazards and that a slightly different method may be required to the approach used for the assessments of physical hazards. **Individual and Team Stress Risk Assessments can be found at Appendix 5&6.**

1.0 Introduction and purpose

Lancashire and South Cumbria NHS Foundation Trust (the Trust) is committed to protecting the health, safety and wellbeing of its employees to encourage an open and supportive culture reinforced by the Trust's Values and Standards.

The objective of the Trust Mental Wellbeing and Stress Policy is to ensure that, wherever possible, employees who experience health related concerns, including stress and any form of discrimination, are supported by the organisation and have access to a programme of health and wellbeing support.

The Trust recognises that 'employee wellbeing' means having the right conditions in place to enable employees to perform at their best mentally and physically, whilst maintaining an appropriate work- life balance. 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.

The purpose of this policy is to reinforce this commitment through clear strategic objectives and practical interventions for the management of employee health and wellbeing and to promote a culture where health and wellbeing is embraced by everyone.

2.0 Scope

This procedure applies to all Trust employees including students, bank and agency workers working in any part of the Trust. The aims and objectives of this policy are:

- To implement employment and management policies, procedures and practices which protect and promote the health and wellbeing of the workforce.
- To encourage employees to take responsibility for their own health and wellbeing through effective health promotion programmes and initiatives.
- To assess the impact of work on health and wellbeing at individual 1-1s and annual appraisal.
- Recognition that anyone can experience mental illness through stress and seeking help and support, should be seen as a positive approach to be supported.
- Any employee should be able to raise fair concerns about their work environment, excessive work pressure or demands without being criticised, belittled or victimised.
- Any employee seeking support can do with the assurance of confidentiality.
- Where workplace stressors are identified, managers to conduct a Stress Risk Assessment, either individual or departmental, to manage the risks from stress. This policy provides Stress Risk Assessment guidance at **Appendix 5&6**. Evaluation of stress risk assessment outcomes is monitored and reviewed by the Health and Wellbeing department, Human Resources and the Health and Safety team.
- That the Trust will consult with Trade Union Safety Representatives on any concerns raised or proposed actions relating to the management and reduction of workplace stress.
- That the Trust will offer confidential counselling and, where applicable, trauma support for employees affected by stress caused by either work or external factors.

3.0 Definitions

Health and Wellbeing	Includes the physical and mental health of the whole person as defined by the World Health Organisation (WHO) “Health is a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity”
Stress	The Health and Safety Executive (HSE) defines stress as “the adverse reaction people have to excessive pressure or other types of demand placed on them” as distinct from pressure, which can be a positive state when managed correctly. Stress is recognised as being a contributory factor in a wide range of diseases and conditions and it is accepted that the recognition, management and reduction of stress can have substantial benefits in improving general health and wellbeing.

4.0 Duties

4.1 Trust Board and Directors

The Trust Board and Directors are ultimately responsible for ensuring that systems, processes and policies are in place to identify and manage work related stress, by agreeing the necessary policy framework, providing resources, monitoring performance and receiving reports.

4.2 Executive Directors and Directors

All directors are responsible for:

- Developing a cultural “conscience” which puts employee wellbeing at the centre of enabling staff to give their best in a safe and welcoming environment requires top down commitment from the Executive and Senior Managers.
- All directors are required to commit to and appropriately prioritise the trusts responsibilities as an employer to the wellbeing of its workforce.

And embedding good practice into daily operational activity and behaviours by ensuring:

- Ensuring clear values and vision of what we are aiming to achieve.
- Providing a consistent communications strategy and two-way dialogues to build on achievement to date.
- The recognition of good practice and celebration of successes.
- A learning culture practice encouraging staff to share knowledge and skills.

4.3 Managers: Will

- Ensure that the necessary management arrangements are in place, so that risks to all employees are assessed and adequately controlled. In addition, managers themselves will role model behaviours that support a culture of compassion, and that are in line with the Trusts values.
- Have a duty of care to try and recognise the signs of work related stress and to address this as soon as possible. It is expected that managers would be carrying out regular supervision with all staff and can use this as an opportunity to identify any areas which might be causing concern. Changes in behaviour can be a key indicator of there being an issue and supervision is an ideal opportunity to discuss any recent changes in behaviour.

- Consider flexible working solutions to improve work-life balance; - For example, managers can offer short term solutions, where reasonably practicable, such as allowing more flexible working arrangements subject to individual circumstances and business needs for a set period of time.
- Monitor workloads to ensure employees are not overwhelmed, and ensure employees are fully trained to perform their duties.
- Monitor working hours and overtime to ensure that employees are not working excessive hours and are taking appropriate breaks.
- Ensure that bullying and harassment is not tolerated in the Trust, and particularly within their area of responsibility.
- Recognize and provide support to staff following traumatic and/or violent incidents/events:
 - Referring staff to the appropriate support as detailed in Appendix 3.
 - Completing the Staff Stress Risk Assessment Action Plan with the member of staff (Appendix 5).
 - Providing ongoing support.
 - Consulting with the HR adviser if the situation is not resolved after implementing these procedures.
 - Referring staff immediately to Occupational Health or Accident and Emergency department if involved in an inoculation incident (refer to IPC003 Protocol for the safe management of sharps).
 - Being aware of any adverse effects that a member of staff may be suffering from involvement in a stressful event.
 - Contact HR for advice and guidance and refer to the Managing Attendance Policy HR 029 if a member of their team goes off sick due to work related stress.
 - Seek support from the Trust's Occupational Health Services if become aware that a member of their team is experiencing an issue with stress or work related stress.

The competency framework managers (Appendix 7) identifies examples of positive and negative behaviours that can influence work-related stress and mental wellbeing at work.

4.4 Human Resources

- Support managers and individuals with policy application, and encourage referral to Occupational Health and Staff Support Services where appropriate.
- Assist in monitoring the effects of measures to address stress by collating sickness absence statistics and reviewing exit interview data where available.
- In collaboration with the safety team provide advice to managers and employees on managing stress where risk assessments identify problems.

4.5 Occupational Health

- To support employees in remaining healthy and fit for work.
- Provide independent medical advice to managers where individuals have been absent from work due to stress or other mental health problems.
- Provide advice and support to managers on recognising and managing stress.
- Carrying out pre-employment health screening.
- Provide access to Workplace Health and Wellbeing Services to staff and ensure staff are aware of the facilities provided to them.
- Advise the Trust Board and its committees on stress related issues.
- Signpost support from General Practitioner (GP), Staff Support Services and/or Health and Wellbeing Team, and other appropriate agencies.

4.6 Health and Safety Team

Provide specialist advice and support to managers in using the Health and Safety Executive (HSE) Management Standards in order to identify potential sources of stress within the departments.

- Support managers in undertaking stress risk assessments.
- In conjunction with Health and Safety Committee monitor and review the effectiveness of measures to reduce stress.

4.7 Staff Side Representatives

- Bring issues / themes regarding work related stress to the Health and Safety Committee for discussion.
- Support their members in line with the requirements of this policy.
- Ensure that their members are aware of the sources of support and help available for staff suffering from stress and other mental health problems.

4.8 Health and Safety Committee

Oversee implementation of this policy and procedure on behalf of the Trust Board.

4.9 All Staff

All employees have a duty to take care of their own health, safety and wellbeing at work and should familiarise themselves with this policy and highlight any problems that they may be experiencing as without highlighting their concerns, managers are not able to manage the issue.

Employees should:

- Raise issues of concern with their line manager, Health and Safety representative, Occupational Health, Staff Support Services, Health and Wellbeing Team, Freedom to Speak up Guardian or any other appropriate person/agency.
- Seek help at an early stage through their manager, Human Resources team or Occupational Health, when they experience the effects of work related stress.
- Show commitment by participating with managers in identifying and assessing stress, and by working in collaboration to seek and implement changes to improve the situation, where this is possible.
- Understand that they may be the cause of stress for colleagues and modify their actions and behaviour.
- Attend mandatory training courses as required.
- Accept opportunities for counselling, when recommended.
- Make themselves familiar with all the information available on health, wellbeing and stress.
- Proactively self-refer to the health and wellbeing services available (Occupational Health / Staff Support) if they are starting to experience symptoms of stress.

5.0 The Policy/Procedure

5.1 Legal requirement

Under the Health and Safety at Work Regulations 1999, the Trust has a legal obligation to assess the risk of stress-related ill health arising from work activities. A Stress Risk assessment is not just a paper exercise but is essential to good risk management. It's about taking sensible steps to prevent accidents and ill health. The Stress Risk Assessments at **Appendix C&D** will help identify the cause of work-related stress and what actions are required and who is responsible.

5.2 What is work-related stress?

There is a difference between stress and pressure. We all experience pressure on a daily basis, and need it to motivate us and enable us to perform at our best. It's when we experience too much pressure without the opportunity to recover that we start to experience stress. The HSE definition of stress is 'the adverse reaction a person has to excessive pressure or other types of demand placed upon them'.

We can all feel stressed at times when we feel as though everything becomes too much, when things get on top of us, or when we feel as though we are unable to cope. It affects us in different ways at different times and is often the result of a combination of factors in our personal and working lives.

Work-related stress can be tackled by working with your line manager to identify issues at source and agreeing realistic and workable ways to tackle these.

5.3 Causes of stress in the workplace (Health and Safety Executive)

The Health and Safety Executive has identified six factors that can lead to work related stress if they are not managed properly. These are known as the HSE Management Standards and they include: -

1. **Demands** – issues such as workload, work patterns and the work environment.
2. **Control** – how much say a person has in the way they do their work.
3. **Support** – factors such as encouragement, sponsorship and resources provided by the Trust, line management and colleagues.
4. **Relationships** – issues such as promoting positive working to avoid conflict and dealing effectively with unacceptable behaviour including bullying and harassment.
5. **Role** – whether the employees understand their role and responsibilities and are clear about what is expected of them.
6. **Change** – how well organisational change is managed and communicated. These factors can impact on whole teams, for example, during a restructure as well as individuals.

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Use the HSE Competency Framework for Managers (Appendix 7) to identify examples of positive and negative behaviours that can influence risk assessment and action plan outcomes.

Further information about the HSE Management Standards for work related stress can be found at www.hse.gov.uk and <https://www.hse.gov.uk/stress/standards/index.htm>

5.4 Stress Indicators

Changes in behaviour or work performance can often be signs that a member of staff may be suffering from stress. If a member of staff is displaying some of the changes in behaviour referenced below, then a Stress Risk Assessment must be conducted. Staff are required to contribute to the Stress Risk Assessment process to identify and eradicate or reduce potential stressors within the workplace. Where a manager feels that there may be underlying stress issues, they should contact their HR Advisor to seek further advice. Stress indicators can include:

- High levels of sickness absence;
- High staff turnover;
- Increase in incident levels;
- Increase in the number of grievances, disputes or complaints;
- Reduction in performance levels.

Common Workplace Stressors

Common indicators of stress (Chartered Institute of Personnel Development, December 2017)	
<p>Work performance</p> <ul style="list-style-type: none"> <input type="checkbox"/> declining/inconsistent performance <input type="checkbox"/> Increased absenteeism <input type="checkbox"/> Poor relationships in work <input type="checkbox"/> Loss of job satisfaction <input type="checkbox"/> High employee turnover. <input type="checkbox"/> uncharacteristic errors <input type="checkbox"/> loss of control over work <input type="checkbox"/> loss of motivation/commitment <input type="checkbox"/> indecision <input type="checkbox"/> lapses in memory <input type="checkbox"/> increased time at work <input type="checkbox"/> lack of holiday planning/usage <input type="checkbox"/> Increased accident rate 	<p>Emotional Symptoms</p> <ul style="list-style-type: none"> <input type="checkbox"/> Anxiety <input type="checkbox"/> Tearfulness, crying <input type="checkbox"/> arguments <input type="checkbox"/> undue sensitivity <input type="checkbox"/> irritability/moodiness <input type="checkbox"/> over-reaction to problems <input type="checkbox"/> feeling out of control <input type="checkbox"/> personality clashes <input type="checkbox"/> sulking <input type="checkbox"/> immature behaviour <input type="checkbox"/> Sense of failure, guilt, blame or self-doubt <input type="checkbox"/> Unexplained mood changes
<p>Withdrawal</p> <ul style="list-style-type: none"> <input type="checkbox"/> arriving late to work <input type="checkbox"/> leaving early <input type="checkbox"/> extended lunches <input type="checkbox"/> absenteeism <input type="checkbox"/> resigned attitude <input type="checkbox"/> reduced social contact <input type="checkbox"/> elusiveness/evasiveness 	<p>Aggressive behaviour</p> <ul style="list-style-type: none"> <input type="checkbox"/> malicious gossip <input type="checkbox"/> criticism of others <input type="checkbox"/> vandalism <input type="checkbox"/> shouting <input type="checkbox"/> bullying or harassment <input type="checkbox"/> poor employee relations <input type="checkbox"/> temper outbursts
<p>Other behaviours</p> <ul style="list-style-type: none"> <input type="checkbox"/> out-of-character behaviour <input type="checkbox"/> difficulty relaxing <input type="checkbox"/> increased consumption of alcohol <input type="checkbox"/> increased smoking <input type="checkbox"/> lack of interest in appearance/hygiene <input type="checkbox"/> Traumatic accidents or incidents at home or work <input type="checkbox"/> reckless driving <input type="checkbox"/> unnecessary risk-taking 	<p>Physical signs</p> <ul style="list-style-type: none"> <input type="checkbox"/> nervous stumbling speech, nail biting <input type="checkbox"/> sweating <input type="checkbox"/> tiredness/lethargy <input type="checkbox"/> Migraine, poor sleeping patterns <input type="checkbox"/> Muscle constriction causing aches and pains <input type="checkbox"/> upset stomach <input type="checkbox"/> loss of appetite <input type="checkbox"/> tension headaches

<input type="checkbox"/> High levels of sickness absence <input type="checkbox"/> Panic, leading to 'freezing up' or inability to do a simple task <input type="checkbox"/> Loss of sense of humor, Withdrawal socially.	<input type="checkbox"/> hand tremor <input type="checkbox"/> rapid weight gain or loss <input type="checkbox"/> Nausea, indigestion or heartburn <input type="checkbox"/> Hot and cold spells (blushing/sweating)
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5.5 Identifying the Causes of Stress

Identifying and assessing stress-related hazards and risks are not as easy as it is for identifying physical hazards and risks. For example a trailing wire is easy to spot and everyone would agree that it is a hazard because of the risk from tripping over it. With stress it is more difficult because:

a) Different People Find Different Things at Work Cause them Stress

There needs to be a good match between the person and the job. Therefore managers need to ensure that staff have the necessary training, experience and support to reduce or eliminate stress altogether.

b) People Change and the Things that Cause them Stress Change

Because someone does the same thing many times, enjoyment and interest can fade away. A task, which was once a source of satisfaction, can become a big burden and a source of stress.

c) Problems at Home Can Make Work Stressful and Vice Versa

Excessive pressures and problems can occur in an employee's personal life as well as at work. For example: If an employee is facing a relationship breakdown, financial problems, difficulties with neighbours, with caring responsibilities or bereavement, it is possible that these problems may affect the employee's ability to work effectively.

d) Causes can be Single Major Events or the Accumulation of Less Dramatic Irritations

Single events could include being present at or investigating a serious incident, being violently attacked, or a personal bereavement. Sometimes lots of relatively minor things pile up and as the person (or team) finds it harder to cope, more and more things become sources of irritation and stress. The trigger event, which pushes people over the edge, is rarely the main cause.

e) Discrimination - Everyone has the right to be treated equally and fairly when it comes to employment

Discrimination in the workplace has a significant impact on the lives of many, causing some to quit their jobs, feel isolated or even be turned away from a role. Under employment legislation organisations cannot discriminate against people on the grounds of race, religion, gender, sexual orientation and disability. Workplace stress may occur as a direct result of hostility from colleagues. Discrimination is a very serious matter which could end up in an employment tribunal or court. If you feel you have been discriminated against you must try and keep a record of any incidents and report it to your line manager or HR Advisor.

f) It is Often Difficult to 'See' what is Going On

Work situations and people are constantly changing and evolving. There may also be sensitivities about the personal nature of some relevant information. This can make

individuals, or teams, reluctant to open up about how they feel and the things that are getting to them.

5.6 How can I help tackle workplace stress?

As an employee, you have a duty to take reasonable care of yourself and others with regard to health and safety at work.

You should:

- Familiarise yourself with the signs and symptoms of stress;
- Communicate openly and honestly with your manager and colleagues;
- Attend appropriate training which can help you recognise and manage pressure and stress in yourself and others;
- Support your colleagues if they are experiencing work related stress and encourage them to talk to their manager, HR Advisor or trade union representative;
- Identify causes of stress in the workplace and report them appropriately to your manager.

5.7 What should I do if I'm becoming stressed?

1. Try to **identify the causes** and what you can do to make things better.
2. **Ideally, speak up** if you're experiencing a problem, and talk to your manager to find a solution. If your stress is work-related, this will give them the chance to help and prevent the situation getting worse. Even if it isn't work-related, they may be able to do something to reduce some of your pressure.
3. **Help your manager to help you.** To put effective plans in place, your manager will need information from you, so take an active part in any discussions, and complete the stress self-assessment and action plan at Appendix 5 to aid any discussions.

If the source of pressure is your line manager, you can talk to someone you feel confident in talking to, or ask someone to mediate. Other alternatives may be HR Advisory, another manager or a trade union representative for example.

You may be reluctant to talk about stress at work from fear that you may be seen as weak, but stress is not a weakness, and it can happen to anyone.

5.8 Work-life Balance and Flexible Working Options

Personal or home issues may reduce an individual's ability to cope with normal work pressures and vice versa. Therefore, even if the primary cause is not thought to be work-related, appropriate support should be provided to the employee. This support may include looking at how the organisation can help the employee achieve a better work-life balance, either on a temporary or permanent basis. The Trust's Flexible Working Policy provides staff with further information on options to work flexibly.

<http://portals/policies/ layouts/15/WopiFrame.aspx?sourcedoc=/policies/LCFT%20Policies/Flexible Working Policy and Procedure.pdf>

5.9 Traumatic/violent incidents

Being involved in an incident which may have an adverse effect on the individual which may include any of the following:

- Being involved in a traumatic clinical situation.
- Receiving a traumatic or abusive phone call.
- Providing witness statements for Trust investigations.
- Typing up traumatic or serious incident reports/ statements.
- Appearing as a witness at internal disciplinary hearings.
- Representing the Trust as a witness in a court case.
- Being interviewed by the Police.
- Providing testimony as part of a complaint or enquiry process.
- Inoculation or needle stick incident.
- Involvement in allegations of negligence or whistleblowing.

In some cases, prolonged stress can lead to physical and/or mental ill health. If you think you are currently experiencing stress-related ill-health you may benefit from a discussion with your GP or Occupational Health.

5.11 Reporting

You should report matters of concern regarding health and safety, including risks to the mental health of yourself or others, to your line manager.

It is your responsibility to attend an **Occupational Health appointment** if reasonably requested by your line manager. This may be whilst you are off sick or at any time if the manager is sufficiently concerned about your wellbeing. The trust will ensure that those suffering from mental distress are managed fairly and consistently, whatever the cause.

5.12 Confidentiality

All matters relating to individual members of staff and mental health problems will be treated in the strictest confidence. The trust aims to create a culture of support within the workplace where you can talk about mental health problems without the fear of stigma or discrimination.

You are encouraged to talk with your line manager or any of the Mental Health First Aiders, in confidence, about your support needs at work.

5.12 Training

Locality Heads of Operations and managers must ensure that training is in place for staff to be instructed in mental wellbeing and the management of work related stress, and that the training is recorded.

Mental Health First Aid is also available via the Quality Academy.

5.13 Risk Assessment Procedures

Line Managers are responsible for completing Stress Risk Assessments with employees who might be suffering from excess pressure. Line managers play a vital role in identifying and managing stress within the organisation. They are likely to see the problems which cause stress first hand and will often be the first point of contact when an individual is feeling stressed. A Stress Risk Assessment must be undertaken at the earliest appropriate opportunity. These preventative measures will have a greater impact the earlier they are implemented.

If the staff member has required sick leave, **Do Not** wait for them to return to work, early assessment and identification of actions to support the employee will often facilitate earlier return to work.

The principles of a risk assessment for stress are the same as for any other hazard. However, it is recognised that it may be more difficult for Managers to identify psychological hazards and that a slightly different method may be required to the approach used for the assessments of physical hazards. **Individual and Team Risk Assessments can be found at Appendix 5&6.**

6.0 Monitoring

Standard	Time frame/ format	How this will be monitored	By whom
Stress sickness absences data	Quarterly	Monitoring of staff sickness reports arising from work related stress and escalation to Health and Safety Sub Committee	HR
Completion of Stress Risk Assessments	As required	Live tracking of DCIQ staff incident reports	Senior Health and Safety Advisors

7.0 References (including applicable NICE publications)

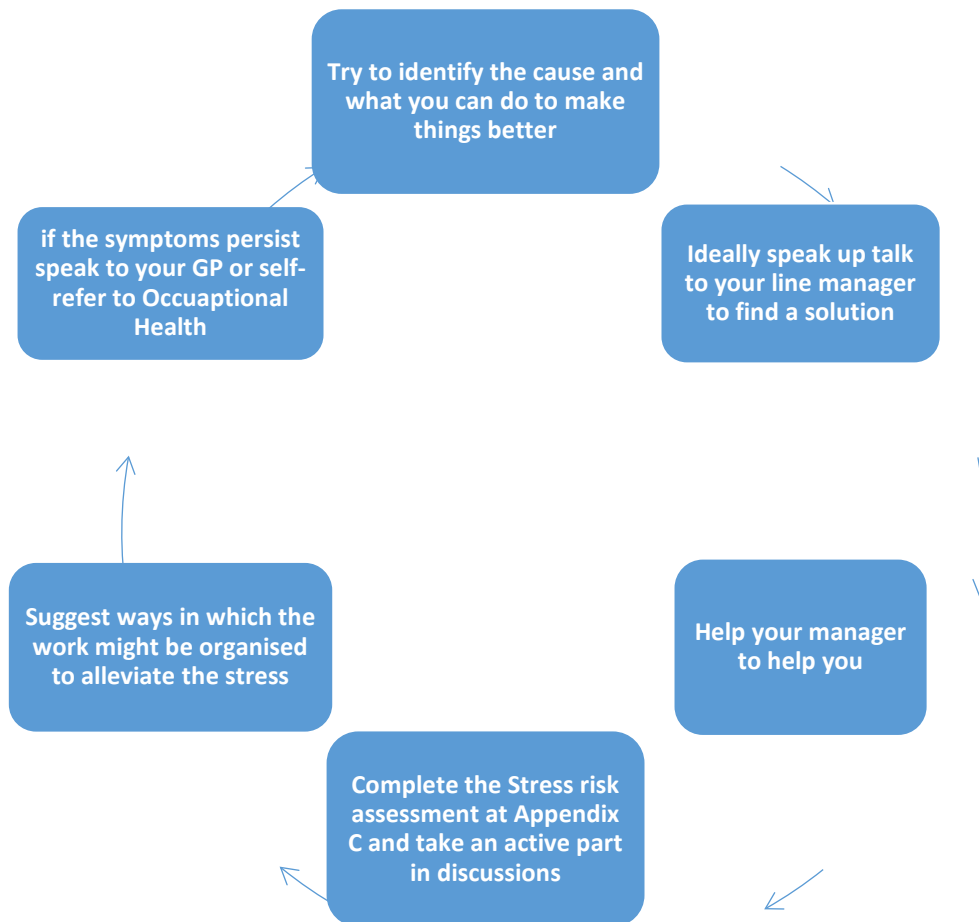
- Health & Safety at Work Act 1974
- Management of Health & Safety at Work Regulations 1999 (as amended)
- HSE at work stress, anxiety and depression statistics report 2016
- HSE Working together to reduce stress at work, A guide for employees INDG424
- HSE Managing the causes of work-related stress, A step-by-step approach using the Management Standards HSG218
- HSE How to tackle work-related stress, A guide for employers on making the Management Standards work INDG430
- NHS Employers, Guidance on Prevention and Management of Stress at Work EINF39501

8.0 Implementation plan

Category	Action(s)	Target date	Responsible person
Engagement	<i>Discuss this policy/procedure in team business meeting</i>	<i>February 22</i>	<i>Line managers /Team Leader</i>
Training	<i>Identify any additional training needs in 1-1s or PDRs or develop a</i>	<i>April 22</i>	<i>Line managers /Team Leader</i>

	<i>Training Needs Analysis</i>		
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Appendix 1: Staff guide to reporting work related stress



You may be reluctant to talk about stress at work from fear that you may be seen as weak, but stress is not a weakness, and it can happen to anyone.

For supporting information please visit the trust health and wellbeing page on the intranet [Pages - Health and Wellbeing](#) and [Pages - 5 ways to Wellbeing](#)

Or

If stress is affecting your daily life or causing you distress, call NHS 111 or talk to your GP. In England, you can also refer yourself for psychological therapy through the NHS IAPT service without seeing your GP.

- [Find an IAPT service \(England only\)](#)
- [NHS advice about stress](#)
- [NHS self-help guide: stress](#)

Appendix 2: Tips for dealing with stress



Split up big tasks

If a task seems overwhelming and difficult to start, try breaking it down into easier chunks, and give yourself credit for completing them.



Allow yourself some positivity

Take time to think about the good things in your life. Each day, consider what went well and try to list 3 things you're thankful for.



Talk to someone

Trusted friends, family and colleagues, or contacting a helpline, can help us when we are struggling. Watch our video for more ideas.

[Video: Social connection](#)



Challenge your thoughts

The way we think affects the way we feel. Watch our video to learn how to challenge unhelpful thoughts.

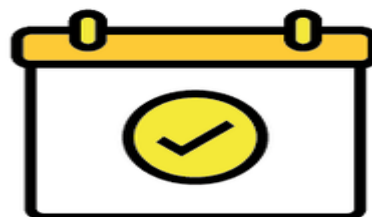
[Video: Reframing unhelpful thoughts](#)



Be more active

Being active can help you to burn off nervous energy. It will not make your stress disappear, but it can make it less intense

[Better Health: Home workout videos](#)



Plan ahead

Planning out any upcoming stressful days or events – a to-do list, the journey you need to do, things you need to take – can really help.

Appendix 3: Health and Wellbeing Support Services

Employee Assistance Programme (EAP)	First port of call for support, advice and counselling for you and your family on everyday worries	0800 030 5182	or visit www.healthassuredeap.co.uk username: Lancashire, Password: Care
Wellbeing Helpline		0800 915 4640	or message portal https://www.lscft.nhs/mhh-contact-us
Lancashire and South Cumbria Resilience Hub	Psychological support service for all public sector workers and volunteers who have worked through the Covid-19 pandemic and their families.		Lancashire and South Cumbria Resilience Hub (lscresiliencehub.nhs.uk)
Occupational Health Service & physiotherapy		01772 522276	occhealth@lthr.nhs.uk
Health and Wellbeing Team	Resources, benefits and information on becoming a wellbeing champion		Lancashire and South Cumbria NHS Foundation Trust Health and Wellbeing (lscft.nhs.uk)
Organisational Development Team	coaching, leadership circles, resilience training, team development		OD@lscft.nhs.uk

Other resources

[Pages - Mental Health Road Maps](http://trustnet2013/Networks/SupportServices/handw/Pages/WellbeingatWork.aspx)

<http://trustnet2013/Networks/SupportServices/handw/Pages/WellbeingatWork.aspx>
[NHS England » Supporting our NHS people](#)

Urgent support

If you cannot wait to see a doctor and feel unable to cope or keep yourself safe, it's important to get support – services are still open during the coronavirus pandemic.

Follow link to [Get urgent support now](#)

Appendix 4: Managers guide to finding solutions

Line Manager Actions

Understanding Potential Work Related Causes of Stress:

Line managers have a role to play in identifying potential causes of stress at work. You may identify that an individual could be suffering from stress or a condition caused by stress in three ways:

1. **The individual raises a work related stress issue with you.**
2. **You or a colleague raise concerns that an individual may be showing signs of stress at work.**
3. **The employee is off sick with a potential stress related condition.**

Because this is more difficult than identifying other sorts of risk in the workplace, it is essential to **talk** and **listen** to employees and to your own line managers.

In order to understand what work activities could give rise to stress-related problems and plan to control them you should:

- Involve individuals and teams in ideas for solutions, informally and formally;
- Consider the implications for employees and others of any changes to working practices, ways of working, technical changes etc.;
- Resolve work related issues at the level of the individual and at the level of the team as appropriate, involving others outside the team as necessary;
- 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;
- Avoid overloading employees under stress with extra work or responsibility or unreasonable deadlines;
- Keep in touch with any employees who are on prolonged sick leave and agree with the individual how to support their return to work;
- Encourage individual employees and managers to discuss with Occupational Health staff their concerns about employees either by the self-referral or management referral route before they go off sick;
- Prior to return to work (if not already done so) arrange an appointment for medical advice to agree action appropriate to the employee's health needs.

Communicate

- Communicate with individuals regarding workload, standards, variations and expectations and your role in support;
- Be positively appreciative of people and their efforts;
- Show genuine concern for people;
- Listen without judging;
- Let people know, if you are up against a deadline, when you will be able to listen.
- Respect confidentiality;
- Give constructive feedback;
- Encourage people to say what they think and generate their own ideas for change where possible;
- Make sure people take notice of positive things not just problems.

Opportunities for communication include:

- a) First day absence reporting;
- b) Appraisal/Personal Development Plan;
- c) One to One and Team meetings;
- d) Health and Safety Risk Assessments;
- e) Referral to the Occupational Health Department;
- f) Notification of a chronic/serious illness;
- g) Notification of a disability under the terms of the Equality Act 2010;
- h) Return to work discussion;
- i) Liaison with trade union representative.

Assess Individuals

Through regular one-to-ones and don't rely solely on the annual appraisal process. Use regular one to ones to actively manage and provide positive support to staff and be fair.

Monitoring

Make this regular, positive and be prepared to revise any working arrangements in the short term. Be aware of periods of high and sustained workload

Action

If things are not improving then take appropriate action to alter, amend the work responsibilities or if there appears to be no reasonable alternative then consider capability and the Trust's Management of Sickness Absence Policy after discussion and consultation with the HR Advisor.

Appendix 5: Stress Self-Risk Assessment

Advice on various supporting accessing and/or using the tools and devising action plans may be obtained from the Human Resources Advisors and Health and Safety.

Your Stress Risk assessment is about taking sensible steps to prevent accidents and ill health. The assessment will help identify and deal with work-related stress.

Stress Risk Assessment - Part A

(individual/s to complete)*

Notes to staff:

- ➔ You are **invited*** to use this form to help you to identify and deal with work-related stress: if you choose to use this form, you're not obliged to share its contents with anybody – however, you can “do your bit” for managing work-related stress by sharing this form (or parts of it) with your manager: if they don't know there's a problem they can't help.
- ➔ You don't have to answer every question - only answer those questions that you find **helpful**.

If you don't feel able to talk directly to your manager about a work-related concern, **ask** a colleague or other representative to raise the issue on your behalf: other sources of advice and support are listed within this form.

even if you choose to fill out this form, you're not **obliged to show it to anybody – it's your choice!*

Notes to manager:

You should **offer*** your staff the opportunity to complete a stress risk assessment:

- ✓ When a member of staff has been off sick with work-related stress (as part of the **return to work** interview).
- ✓ Where you believe that an individual or team are likely to be suffering from **work-related** stress;
- ✓ Annually, for example during the appraisal process;
- ✓ To plan for major **change**;
- ➔ You can give this questionnaire out as a **survey** and collate responses, or use it as a guide during a **meeting** with an individual or a team – use your judgement about what approach might work best for you and your staff.

When you and your staff have completed stress risk assessments, develop **action plan/s** using **Part B** of this form with your staff to address any areas of concern and review this on a regular basis.

Please note: staff are not obliged to complete a stress risk assessment; it should always be their **choice*

Your name:.....ward/Dept.....

Your managers name:.....

Assessment date:.....

Demands: - this includes issues such as workload, work patterns and the work environment

Do you feel you have just the right amount of work to do? Could you say what work you have too much/too little of?

Guidance: e.g. Unachievable deadlines, intensive work, neglecting important tasks, short-staffed

Desired state = ☺ There is a full complement of staff and vacancies are filled within a “reasonable” time period

Do you take the breaks you are entitled to at work?

Guidance: Insert link to your local relevant policies/procedures/guidance here - E.g. Working time regulations, Breaks

Desired states = ☺ Where possible, staff have control over their pace of work
☺ The Trust provides staff with achievable demands in relation to the agreed hours of work

What training, if any, would help you to do your job?

Guidance: Training does not have to be courses – consider acting up/taking on more responsibilities and duties, projects, problem-solving activity, job rotation, conferences, working with colleagues, coaching/mentoring, reading/research, meetings/working parties/task groups, visits and secondments, out of work activities, networking, leaflets and information packs. Insert link to your local relevant training resources here -

Desired states = ☺ People’s skills and abilities are matched to the job demands and
☺ Jobs are designed to be within the capabilities of employees

Are there any problems with your work environment? If yes, please describe:

Guidance: Link to your local relevant policies/procedures/guidance here - e.g. health & safety policy

Desired state = ☺ Staff are able to raise concerns about their work environment

Control: how much say you have in the way you do your work

How could you have more say about how your job is done?

How could you be more included in decision-making in the team?

How could you be supported to use your skills to greater effect at work?

Guidance Link to any local relevant guidance here -

Desired states =

☺ Staff are encouraged to use their skills and initiative to do their work
☺ The organisation encourages staff to develop their skills
☺ Where possible, staff are encouraged to develop new skills to help them undertake new and challenging pieces of work

Support: this includes the encouragement, sponsorship and resources provided by the Trust, your manager and your colleagues

How could your line manager better support you to do your job?

How could your colleagues better support you to do your job?

Are there any parts of your job that you find especially difficult? (e.g. caring for young trauma patients, or patients with increased risk of violence and aggression) – If YES, please describe:

Do you feel you have a healthy work-life balance? If not, how could it be better?

Guidance: Link to your local relevant policies/procedures/guidance here - e.g. Flexible working, Course in stress management, sources of support such as counselling, Occupational Health, Human Resources, Chaplaincy and Health & Safety

Desired state = ☺ Staff feel supported at work, and extra support is provided where the need is identified

Relationships: promoting positive working to avoid conflict and dealing with unacceptable behaviour

How could communication in the team be improved?

If you feel that you are experiencing bullying or harassment at work, what parts of the Trust's "*Prevention of Harassment and Bullying at Work Procedure*" could help?

Guidance: Link to your local relevant policies/procedures/guidance here - e.g. Assertiveness training, Leading effective teams, Harassment and bullying policy / procedure

Desired states =

☺ Employees share information relevant to their work;

☺ Staff feel able to ask for help with conflict, bullying and harassment

Role: ensuring that your role is clear and that you do not have conflicting roles

Are you clear about your roles and responsibilities at work? If not, please explain:

Do you feel that there is any ambiguity or confusion (role conflict) in your job? If yes, please describe:

Guidance Link to your local relevant policies/procedures/guidance here - e.g. "I have a relevant job description; I am clear about the goals and objectives for my department"

Desired state = ☺ The organisation ensures that, as far as possible, the different requirements it places upon staff are compatible

Change: how organisational change is managed and communicated

How could your line manager better support you during change at work?

How could the organisation better support you during change at work?

Guidance: Link to your local relevant policies/procedures/guidance here - e.g. policy/procedure on organisational and workforce change, courses on change management

Desired states =

- ☺ The organisation provides employees with timely information to enable them to understand the reasons for proposed changes;
- ☺ Employees are aware of the probable impact of any changes to their jobs;
- ☺ Employees are aware of timetables for changes;
- ☺ Employees have access to relevant support during changes and
- ☺ If necessary, employees are given training to support any changes in their jobs.

Thank you! Now you are invited to share this form (or parts of it) with your manager who will develop an action plan with you using **Part B** of this form to address any areas of concerns.

Stress Risk Assessment - Part B (manager to complete)

Action Plan for Individual/Team/Ward/Dept:

.....

Manager: **Date completed:**

Review date: *(Please add review dates to your Outlook tasks, calendar or equivalent tracking system. As a minimum the stress risk assessment should be reviewed annually as outlined in the Trust Risk Assessment Procedure HS 021. However, supervision, one to ones, wellbeing conversations and appraisal reviews provide opportunities for prevention and early identification of any issues)*

Type of Stressor	Existing workplace measures already in place	Further action to be taken *	Who will ensure the action is done?	Target Date
Staff turnover				
Staffing levels				
Complaints of work stress				

Absences related to stress at work				
Lack of resources				

SMART objectives – Specific, Measurable, Attainable, Relevant and Timely

Appendix 6: Team Stress Risk Assessment

Line Managers Team Stress Risk Assessment			
Section 1: Service Details			
Dept/ Team:		Managers Name:	Assessment date:
Role of team:			
Indicators of stress	Outline here any general indications of the level of stress, e.g. staff turnover, sickness absence rate, and work related absences, staff feedback. These may indicate high or low levels of stress. Refer to Appendix E HSE Managing Stress Framework		
<i>Staff turnover</i>	<i>Sickness absence rate</i>	<i>Complaints of work stress</i>	<i>Absences related to stress</i>
Section 2: Stressors Particular to the Department/Area of Work			
Stressor Applicable to workplace environment: examples may include temperature, noise, threat of violence, emotional demands; space, parking etc.	Description of issues and impact on team	Existing control measures	
SECTION 3: HSE MANAGEMENT STANDARDS			
STANDARD	Indicators of performance (e.g. staff survey, local survey, focus group feedback, other staff feedback)	Existing control measures	

Demand			
Control			
Support			
Relationships			
Role			
Change			

Section 4: Action Plan				
What is required	Expected outcomes	Action by who	By when	Date completed

Appendix 7: Managing Stress at Work: Competency Framework for line managers

Management Standards	Competency	Examples of positive manager behavior	Examples of negative manager behavior
Demands	Managing workload and resource	<ul style="list-style-type: none"> Bringing in additional resource to handle workload Aware of team members ability Monitoring team workload Refusing to take on additional work when team is under pressure 	<ul style="list-style-type: none"> Delegating work unequally to team Creating unrealistic deadlines Showing lack of awareness of how much pressure team are under Asking for tasks without checking first
Demands	Dealing with work problems	<ul style="list-style-type: none"> Following through problems on behalf of employees Developing action plans Breaking problems down into parts Dealing rationally with problems 	<ul style="list-style-type: none"> Listening but not resolving problems Being indecisive about decisions Not taking problems seriously Assuming problems will sort themselves out
Demands	Process planning and organisation	<ul style="list-style-type: none"> Reviewing processes to see if work can be improved Asking themselves 'could this be done better?' Prioritising future workloads Working proactively 	<ul style="list-style-type: none"> Not using consistent processes Sticking to rigidly to rules and procedures Panicking about deadlines rather than planning
Control	Empowerment	<ul style="list-style-type: none"> Trusting employees to do their work Giving employees responsibility Steering employees in a direction rather than imposing direction 	<ul style="list-style-type: none"> Managing 'under a microscope' Extending so much authority employees feel a lack of direction Imposing 'my way is the only way'
Control	Participative approach	<ul style="list-style-type: none"> Provides opportunity to air views Provides regular team meetings Prepared to listen to employees Knows when to consult 	<ul style="list-style-type: none"> Not listening when employee asks for help Presenting final solution Making decisions without consultation

		employees and when to make a decision	
Control	Development	<ul style="list-style-type: none"> • Encourage staff to go on training courses • Provides mentoring and coaching • Regularly reviews development • Helps employees to develop in role • training courses • Provides mentoring and coaching • Regularly reviews development • Helps employees to develop in role 	<ul style="list-style-type: none"> • Refuses requests for training • Not providing upward mobility in the job • Not allowing employees to use their new training
Support	Access/visible	<ul style="list-style-type: none"> • Communicating that employees can talk to them at any time • Having an open door policy • Making time to talk to employees at their desks 	<ul style="list-style-type: none"> • Being constantly at meetings/away from desk • Saying 'don't bother me now' • Not attending lunches or social events
Support	Health & Safety	<ul style="list-style-type: none"> • Making sure everyone is safe • Structuring risk assessments • Ensuring all health and safety requirements are met 	<ul style="list-style-type: none"> • Not taking health and safety seriously • Questioning the capability of an employee who has raised a safety issue
Support	Feedback	<ul style="list-style-type: none"> • Praising good work • Acknowledging employees' efforts • Operating a no blame culture passing positive feedback about the team to senior management 	<ul style="list-style-type: none"> • Not giving credit for hitting deadlines • Seeing feedback as only 'one way' • Giving feedback that employees are wrong just because their way of working is different
Support	Individual consideration	<ul style="list-style-type: none"> • Provides regular one to ones • Flexible when employees need time off • Provides information on additional sources of support 	<ul style="list-style-type: none"> • Assuming everyone is okay • Badgering employees to tell them what is wrong • Not giving enough notice of shift changes • No consideration of work-

		<ul style="list-style-type: none"> Regularly ask 'how are you?' 	life balance
Support	Acting with integrity	<ul style="list-style-type: none"> Keeps employee issues private and confidential Admits mistakes Treats all employees with same importance 	<ul style="list-style-type: none"> Speaks about employees behind their back Makes promises, then doesn't deliver Makes personal issues public
Support	Expressing and managing own emotions	<ul style="list-style-type: none"> Having a positive approach Acting calmly when under pressure Walking away when feeling unable to control emotion Apologising for poor behavior 	<ul style="list-style-type: none"> Passing on stress to employees Acting aggressively Losing temper with employees Being unpredictable in mood
Relationships	Managing conflict	<ul style="list-style-type: none"> Listening objectively to both sides of the conflict Supporting and investigating incidents of abuse Dealing with conflict head on Following up on conflicts after resolution 	<ul style="list-style-type: none"> Not addressing bullying Trying to keep the peace rather than sort out problems Taking sides Not taking employee complaints seriously
Relationships	Friendly style	<ul style="list-style-type: none"> Willing to have a laugh and a joke Socialises with team Brings in food and drink for team Regularly has informal chats with employees 	<ul style="list-style-type: none"> Criticises people in front of colleagues Pulls team up for talking/laughing during working hours Uses harsh tone of voice when asking for things
	Communication	<ul style="list-style-type: none"> Keeps team informed of what is happening in the organisation Communicates clear goals and objectives Explains exactly what is required 	<ul style="list-style-type: none"> Keeps people in the dark Holds meetings 'behind closed doors' Doesn't provide timely communication on Organisational change
Other	Knowledge of job	<ul style="list-style-type: none"> Able to put themselves in employees shoes Has enough expertise to give good advice Knows what employees 	<ul style="list-style-type: none"> Doesn't have the necessary knowledge to do the job Doesn't take time to learn about the employee's job

		are doing	
Other	Empathy	<ul style="list-style-type: none"> • Takes employees' personal lives • Aware of different personalities and styles of working within the team • Member is behaving out of character 	<ul style="list-style-type: none"> • Insensitive to people's personal issues • Refuses to believe someone is becoming stressed • Maintains a distance from employees – 'us and them'
Other	Seeking advice	<ul style="list-style-type: none"> • Seeks help from occupational health when necessary • Seeks advice from other managers with more experience • Uses HR when dealing with a problem 	
Other	Taking responsibility	<ul style="list-style-type: none"> • Leading from the front' • Steps in to help out when needed • Communicating 'the buck stops with me' • Deals with difficult customers on behalf of employees 	<ul style="list-style-type: none"> • Says 'it's not my problem' • Blaming the team if things go wrong • Walking away from problems

HSE managing the causes of work-related stress, A step-by-step approach using the Management Standards HSG218.

Appendix i: Equality Impact Assessment : this MUST be done in collaboration with the Trust Equality and Diversity Lead

When completing, remove all guidance text like this but do not alter or delete any elements of this assessment

LSCFT puts equality, inclusion, and human rights at the centre of the design and delivery of inclusive services for the diverse communities we serve, and the empowering culture we create for our staff.

The legal case is set out in the Equality Act 2010 and the practice is embodied by our staff every day, without exception.

We are stronger together.
Equality@lscft.nhs.uk



This assessment applies to any Trust policy document, or activity required in a Policy, which will have an impact on people. Please refer to the Equality Impact Assessment (EIA) Form Guidance and the Equality and Diversity Lead. This assessment must be done in collaboration with the E&D Lead

1. What is the title of the Policy and purpose of the activity in requires or involves that needs to be considered and assessed for its impact on people?

SUPPORTING MENTAL WELLBEING AND MANAGEMENT OF WORK RELATED STRESS: The policy sets out the organisational arrangements for identify and managing work place stress

2. Which group/s of people is/are being considered?

Patients / Service Users
 Staff
 Public
 Partner agencies

Other (*please specify here*) [Staff side representatives \(eg for an HR type policy\)](#)

3. Which of the following protected characteristics may or are likely to be affected by this policy? (* in any box as needed)

Age	Disability	Gender-reassignment	Marriage/Civil Partnership in employment	Pregnancy & Maternity	Race	Religion or Belief	Sex	Sexual Orientation	Other detail below
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other: The above group are protected under the Equality Act. In addition The Health and Safety at Work etc. Act 1974 (HSWA) requires employers to protect all workers from the risk of injury or harm at work, so far as is reasonably practicable. This includes protecting employees mental health and well-being.

4. What engagement is taking place or has already been undertaken with those who are likely to be affected?

Policy to be shared across all localities including relevant safety committees, HR, Staff side and the Health and Wellbeing Steering Group. This is to ensure that it reflects the needs of the organisations and compliant with health and safety requirements

5. What impact or potential impact has been identified through the consultation?

No identified impact

6. What further steps are needed to mitigate or safeguard against the impact/potential impact identified?

No further steps identified

Outcome of the assessment	Action/s Required	Timescale	Accountability
<p>Outcome 1: No change(s) required <i>When the scoping exercise has not identified any potential for discrimination or adverse impact and all opportunities to promote equality have been taken.</i></p>	No further steps identified		
<p>Outcome 2: Adjustments to remove barriers that were identified in the consultation <i>We need to be satisfied that the proposed adjustments will remove the barriers identified.</i></p>	No further steps identified		
<p>Outcome 3: There is still potential for adverse impact or missed opportunities to promote equality. <i>This requires the consideration of 'reasonable adjustments' under the law to adapt and enable people to engage in or access the activities/practices required by the policy. In this case, the justification for continuing must be described here and should also be in line with the duty to have 'due regard'. For the most important relevant policies, compelling reasons will be needed. We need to demonstrate that there are sufficient plans to reduce the negative impact with 'reasonable adjustments' and/or plans to monitor the actual impact</i></p>	No further steps identified		
<p>Outcome 4: Stop and rethink. <i>When an EIA shows actual or potential unlawful discrimination you will now need to make changes to the policy and practices it requires.</i></p>	No further steps identified		

How will we monitor this and to whom will we report outcomes?
 The Chief Officer of the policy must be made aware of this assessment and any monitoring or rewriting in relation to outcomes 2,3 or 4

Compliance with this policy will be monitored via the Health and Safety Committee

<p><i>Risks identified throughout the assessment process and controls designed to address them, must be described and rated and recorded on Datix or in service risk registers in line with Trust processes. Assurance mechanisms should be developed for each activity to ensure that equality and diversity compliance is achieved on an ongoing basis</i></p>	
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7. Who undertook this assessment and when?

Name:	Carlton Brooks
Job Title: Head of Health and Safety	Date assessment started: 14 Dec 2021
Service: Nursing and Quality Directorate	Date assessment completed: 21 April 2022

8. Authorised by Trust Equality and Diversity Lead (Signature): Carlton Brooks (Head of Health and Safety)

Date: 21/04/2022