Mersey Care **NHS**

NHS Foundation Trust

TRUSTWIDE POLICY AND PROCEDURE DOCUMENT

Prevention and Management of Workplace Stressors

Policy Number:	HR13
Scope of this Document:	All Staff
Recommending Committee:	Health & Safety Committee
Approving Committee/s:	Executive Committee
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Lead Executive Director:	Executive Director of Workforce
Lead Author(s):	Occupational Health Service Manager

TRUSTWIDE POLICY AND PROCEDURE DOCUMENT

2017 – Version 5

Quality, recovery and wellbeing at the heart of everything we do

TRUSTWIDE POLICY AND PROCEDURE DOCUMENT

Further information about this document:

Document name	**Corporate Policy and Procedure on the Prevention and Management of Workplace Stressors HR13**
Document summary	The purpose of this policy it to: Provide information and guidance to Trust managers and staff on the management of workplace stressors. This policy applies to all Trust employees. The Trust has a duty to ensure that all workplace risks are managed appropriately, including the management of work related stress. This policy has been developed in line with guidance from the Health and Safety Executive.
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Published by Copies of this document are available from the Author(s) and via the trust's website	**Mersey Care NHS Foundation Trust V7 Building Kings Business Park Prescot Merseyside L34 1PJ Your Space Extranet: http://nww.portal.merseycare.nhs.uk Trust's Website www.merseycare.nhs.uk**
To be read in conjunction with	HSE Management Standards HR07- Management of Attendance Policy HR27- Supporting Staff with Mental or Physical Disabilities
This document can be made available in a range of alternative formats including various languages, large print and braille etc	
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Version Control:

		Version History:
Version 1	Created by the Occupational Health Manager, approved by HR Policy Group and ratified by the Corporate Document Review Group	October 2012
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Version 4	Created by Human Resources Business Partner	November 2013
Version 5	Created by The Occupational Health Service Manager, Considered by the HR Policy Group, Health & Safety	Nov 2016

	Committee	
	Reviewed by Policy Group	February 2017
	Approved by The Executive Committee	March 2017

SUPPORTING STATEMENTS

This document should be read in conjunction with the following statements:

SAFEGUARDING IS EVERYBODY'S BUSINESS

All Mersey Care NHS Foundation Trust employees have a statutory duty to safeguard and promote the welfare of children and vulnerable adults, including:

- being alert to the possibility of child/vulnerable adult abuse and neglect through their observation of abuse, or by professional judgement made as a result of information gathered about the child/vulnerable adult;

- knowing how to deal with a disclosure or allegation of child/adult abuse;

- undertaking training as appropriate for their role and keeping themselves updated;

- being aware of and following the local policies and procedures they need to follow if they have a child/vulnerable adult concern;

- ensuring appropriate advice and support is accessed either from managers, *Safeguarding Ambassadors* or the trust's safeguarding team;

- participating in multi-agency working to safeguard the child or vulnerable adult (if appropriate to your role);

- ensuring contemporaneous records are kept at all times and record keeping is in strict adherence to Mersey Care NHS Foundation Trust policy and procedures and professional guidelines. Roles, responsibilities and accountabilities, will differ depending on the post you hold within the organisation;

- ensuring that all staff and their managers discuss and record any safeguarding issues that arise at each supervision session

EQUALITY AND HUMAN RIGHTS

Mersey Care NHS Foundation Trust recognises that some sections of society experience prejudice and discrimination. The Equality Act 2010 specifically recognises the *protected characteristics* of age, disability, gender, race, religion or belief, sexual orientation and transgender. The Equality Act also requires regard to socio-economic factors including pregnancy /maternity and marriage/civil partnership.

The trust is committed to equality of opportunity and anti-discriminatory practice both in the provision of services and in our role as a major employer. The trust believes that all people have the right to be treated with dignity and respect and is committed to the elimination of unfair and unlawful discriminatory practices.

Mersey Care NHS Foundation Trust also is aware of its legal duties under the Human Rights Act 1998. Section 6 of the Human Rights Act requires all public authorities to uphold and promote Human Rights in everything they do. It is unlawful for a public authority to perform any act which contravenes the Human Rights Act.

Mersey Care NHS Foundation Trust is committed to carrying out its functions and service delivery in line the with a Human Rights based approach and the FREDA principles of **F**airness, **R**espect, **E**quality **D**ignity, and **A**utonomy

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1. PURPOSE AND RATIONALE

1.1 Mersey Care NHS Foundation Trust is committed to ensuring the health, safety and welfare of all its employees and other persons who may be affected by the Trust's activities. It therefore places a high value on the physical and mental health and well-being of its staff and recognises its responsibility to manage work-related stressors in the same way as any other health and safety risk.

1.2 Staff are also encouraged to take personal responsibility for themselves at work and support others to do the same. By implementing this policy, it is expected that causes of work-related stress will be more easily identified, as will awareness of accessing appropriate support. This will also assist in the reduction of work-related sickness absence within the Trust.

1.3 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.

1.4 Working practices affect the level of perceived occupational stress and the key factor which the Trust may influence, in determining whether or not a person copes, is the support they receive whilst at work.

There is a duty of care owned by the Trust towards employees, not to subject them to unnecessary risk, which includes excessive stress created by work pressures.

1.5 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.

2. OUTCOME FOCUSED AIMS AND OBJECTIVES

2.1 The underlying principles are to provide information and guidance to all staff on the identification and management of work-related stress. It is also, to provide a framework for the elimination and/or reduction of workplace stressors.

2.2 The Trust recognises that a healthy workforce is an essential factor in providing effective services. To support this, the Trust will promote working practices which have a positive impact on staff e.g. Flexible Working, Leave for Family Reasons, 'Improving Working Lives' initiatives

2.3 In applying the policy and procedure, care must be taken to ensure that no employee is discriminated against directly or indirectly. The Equality Act 2010 makes it unlawful for an employer to discriminate against current or prospective employees who have, or who have had a disability. The definition under the Act is very broad and many health problems may fall into this category.

2.4 The Staff Support Service and Trade Union representatives are available to staff who wish to discuss issues in confidence. Managers should encourage staff to us these services. In addition members of staff can approach the Occupational Health Department directly to seek advice on work related health issues.

2.5 The Trust is responsible for ensuring that condition at work exist to promote the good health and well-being of the workforce and to enable employees to provide regular attendance.

3. SCOPE

3.1 This policy applies to all staff employed by Mersey Care NHS Foundation Trust, including those acting on Bank, Agency or Volunteers and those who hold Honorary Contracts.

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3.2   Managers are responsible for implementation and the Trust is responsible for providing the necessary resources.

4. DEFINITIONS (Glossary of Terms)

4.1   The definition adopted by the Trust is the Health and Safety Executive`s (HSE) definition:

4.2   *"The adverse reaction people have to excessive pressure or other types of demand placed on them."*

4.3   This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress, which can be detrimental to health. It also makes a distinction between the beneficial effects of reasonable pressure and challenge, which can be stimulating and motivating, and work related stress, which is the natural but distressing reaction to demands or 'pressures' that the individual perceives they cannot cope with at a given time. Stress, particularly if it is prolonged, represents a risk to both mental and physical health.

4.4   In order to assist employers to identify hazards and risks which may cause harm, the HSE has researched and developed a set of Management Standards for Work-Related Stress (MSWRS) which have identified six potential stressors, which if properly managed, can reduce work-related stress **(Appendix A)**

Glossary of Terms	Definition
Demands	Such as workload, work patterns and the work environment
Control	How much say someone has in the way they do their work
Support	The encouragement and resources provided by the organisation, line managers and colleagues
Relationships	Including promoting positive working to avoid conflict and dealing with unacceptable behaviour
Role	Such as role clarity and having conflicting roles
Change	How organisational change is managed and communicated

Further information regarding the HSE's standards for stress can be accessed at

http://www.hse.gov.uk/stress/standards/step1/index-htm

5. DUTIES

5.1   **Board of Directors**

Under this policy the Board of Directors accepts its obligation to:

- Develop a proactive approach aimed at eradicating unacceptable stress within the organization
- Duty of care to assess risk
- Duty of care to apply principles of prevention

- Duty of care to ensure employee`s capability
- Duty of care to provide training in occupational stress awareness and prevention

5.2 Chief Executive

As the employer, the Trust has overall responsibility for the health, safety and well-being 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.

The Chief Executive 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.

The Chief Executive has delegated responsibility for ensuring compliance with this policy to the Executive Director of Workforce.

5.3 Executive Director of Workforce

The Executive Director of Workforce has a responsibility to ensure the following:

- policy development, communication and review;

- that information on staff health and well-being is communicated to staff through the Health & Wellbeing @ Work intranet and web page and also through `Joe`s Blog` - CEO Communications.

- provide data from workforce information reports on sickness absence and turnover, which will indicate where further action may be required;

- create suitable and sufficient support for those staff harmed by Work-related stress, through the provision of Staff Support services, where appropriate, and ensure that support is also available through the Occupational Health department;

- that policies, which relate to potentially stressful situations in an employee's working life: e.g. Organisational Change contain information for staff about the support that is available

- that all Service Managers, Human Resources Business Partners, Human Resources Advisors and Staff are fully aware of the content of this policy and of their responsibilities.

5.4 Senior Managers

Senior Managers will be responsible for

- ensuring that this policy is implemented across their area and that operational managers are meeting their objectives in relation to the elimination and/or reduction of workplace stressors;

- that risk assessments are undertaken if applicable;

- support is given to the implementation of action plans that will assist in removing/reducing work related stress within their divisions.

- any additional risk controls which cannot be immediately implemented are included in the Division Risk Register.

5.5   **Line Managers**

Line Managers should:

- ensure that they fully understand their role and responsibilities in relation to this policy. If they require further clarity it is their responsibility to seek further help and support from the Health and Safety Advisor, Human Resources, Staff Support and Occupational Health.

- ensure good communication between management and staff, particularly where there are organisational and procedural changes;

- ensure that staff act and promote the values and behaviours in accordance with CARE and staff charter; and understand the impact of staff not adhering to the CARE values and staff charter.

- monitor individual workloads and have regular supervision/catch up/PDP meetings

- ensure staff are provided with meaningful development opportunities

- ensure that bullying and harassment are not tolerated within their areas

- be vigilant and offer additional support to staff who are experiencing stress outside of work e.g. bereavement

- ensure that staff are aware of 24 hour service provided by the Staff Support Department

- Managers have a legal responsibility to complete a stress risk assessment with staff who report that they have symptoms of stress which they perceive are related to their work, using the appropriate documentation (**see Appendix C**). Action must be taken wherever possible to minimise these factors. (Managers should also be aware of home issues which may also impact on work). The Occupational Health Department can assist managers in this.

- ensure that accurate and comprehensive records are kept of all completed stress risk assessments and any subsequent action plans. Staff have the right to access their records in line with the Data Protection Act (1998).

- implement and review any recommendations that arise from the risk assessment process

- consider and/or provide opportunities, where appropriate, to offer reasonable adjustments in the workplace, in line with service needs**.**

- refer employees who are reporting symptoms of stress or who are absent with stress immediately to the Occupational Health Department, early intervention can assist in expediting a return to work. Whenever possible the manager should include the completed stress risk assessment.

- ensure that staff are clear about their role, responsibilities and expectations.

- Ensure staff are fully trained to discharge their duties.

- be aware of other policies that can support modifications/adjustments for example, flexible working policy.

- meet regularly with staff to discuss any problems or concerns.

- ensure that staff experiencing symptoms of stress are discouraged from working additional hours and monitor holidays to ensure that staff are taking their full entitlement.

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5.6 **Staff**

Staff also have a critical role in the elimination and/or the reduction of workplace stressors.
Staff therefore need to:

- Raise issues of concern with your Safety Representative, line manager or Occupational Health
- Have an awareness of the signs and symptoms of stress
- Be familiar with this policy and associated policies that help to support staff whilst at work
- Be open, honest and respectful of all staff (including managers)
- Report to your manager early, any work related/home related issues that are causing concern
- Report to your manager any early signs and/or symptoms of stress
- Report to your manager any early signs and/or symptoms of stress with colleagues
- If required actively participate in the risk assessment process clearly identifying any specific concerns in relation to the management standards **(see appendix A)**
- Attend Occupational Health if referred by their manager, early intervention is key is addressing workplace stressors
- Self refer to Occupational Health and Staff Support if unable to speak to your manager directly
- Ensure their own attitude or behaviour doesn't have a negative impact on others
- Request that a stress risk assessment is completed if they are experiencing symptoms of stress which they believe is related to work
- Actively seek solutions to assist in the reduction of any stressors at work for themselves and others.

5.7 **Human Resources**

- The Human Resources Department will support Mersey Care staff at all levels in the application of this policy and procedure.
- Give guidance to managers on the stress policy
- Monitor the effectiveness of measures to address stress by collating sickness absence statistics
- Advise managers and individuals on training requirements
- Provide continuing support to managers and individuals in a changing environment and encourage referral to Occupational Health and/or Staff Support

5.8 **Occupational Health**

- will give advice to staff and managers on issues relating to health at work. This may include the assessment of likely return to work dates, any reasonable adjustments that may be made to facilitate a return to work, including phased returns for a member of staff and whether or not a member of staff is able to return to carry out the duties under their contract of employment.

- may also identify if counselling or any other specialist services are required to facilitate the return to work of an individual employee.

- will provide a copy of the Occupational Health Report to the member of staff.

- have a key role in supporting the health and well-being of staff, providing impartial medical advice to enable managers to deal fairly and equitably with the management of attendance.

- Work with HR colleagues and managers to help monitor the effectiveness of measures to address stress and to identify trends in absence related to stress.

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5.9   **Health & Safety Representatives**

- Must be meaningfully consulted on any changes to work practices or work design that could precipitate stress;
- Must be able to consult with staff members on the issue of stress, including conducting any workplace surveys;
- Must be meaningfully involved in the stress risk assessment process;
- Should be allowed access to collective and anonymous data from Human Resources.
- Should participate in joint health & safety audits of the workplace to ensure that environmental stressors are properly controlled.
- Train and support managers in implementing stress risk assessments
- To inform the organisation of any changes and developments in the field of stress at work

5.10   **Staff Support**

- will provide a confidential Counselling Service for staff regarding workplace stressor's.

- provide specialist advice and awareness training for staff on the signs and symptoms of stress and coping strategies.

5.11   **Head of Education and Training**

Will facilitate training in occupational stress management for managers and stress awareness for all other staff

6. **PROCESS**

The next section of the policy describes where staff can go to for help and support if they are suffering from stress related symptoms

6.1   Process for enabling staff and managers to access information on the management of stress related symptoms

- All staff complete Health and Safety training through Corporate Induction and Mandatory training as related to their role.
- Further guidance from the Health and Safety Executive can be accessed via http://www.hse.gov.uk/stress/standards/step1/index.htm
- Staff can discuss their well being with their manager, a trade union representative, Human Resources, Staff Support or Occupational Health
- In addition staff can self refer to the 24 hour Staff Support Counselling service which provides counselling and other information about dealing with stress. Contact telephone number: 0151 330 8103.

6.2   **Process for identifying Work-related Stressors**

   This process includes both individual and department level Risk Assessment

The risk assessment process should be followed to enable managers to identify work-related stressors in line with recommendations from the HSE. Managers may use a variety of sources of information to assess the health and well being of their team. The following information should be reviewed as a minimum of 6 months to identify potential stressors in the workplace:

   a)   Sickness Absence rates (against KPI's)

b) Turnover rates (against KPI's)
c) Individual/team performance issues e.g. high rates of disciplinary & other processes, high rate of complaints/incidents
d) Department Risk Assessment Tool **(Appendix B)**
e) Individual Wellbeing Review Tool **(Appendix C)**

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

6.3 **Risk Assessment Process**

Identifying Hazards

The HSE Management Standards for Stress (full definition are provided in **(Appendix A)** identify the hazards within the working environment which may be causal factors in the onset of stress. The standards categorise potential sources of work-related stress into these six standards that all employers should strive to meet. These are:

- Demands
- Control
- Relationships
- Role
- Support
- Change

Non-compliance with any element of the standard(s) is considered to be an indicator of a stressor.

6.4 **Wellbeing Review**

A Wellbeing Review should be offered as a means of support and can be undertaken at 1-2-1 meetings, Supervision meetings, or as part of the return to work process following a period of sickness absence.

The aim of a well being review is to obtain an initial indication of whether stress is a concern (rather than problem) in the department and line managers should be:

- Discussing health and well being with staff at one to one and team meetings with particular focus on work related pressures and staff resilience levels to e.g. changes, service demands
- Ensuring staff sign posted to the most appropriate support in a timely way
- Seeking from their HR Business Partner/Advisor an analysis of sickness absence reports according to division or department and staff group to determine any stressors which are common to specific areas within the Trust.

6.5 **Causes or Reasons for Stress**

- High levels of sickness absence may indicate a potential problem area; checking the reasons for absence may help identify the cause;
- Poor performance of both individuals and teams can be an indicator of problems that may need further discussion;
- High staff turnover could be an indication of high stress levels and managers need to conduct exit interviews to understand why people are leaving;

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Where an initial analysis of the data indicates that stress may be a concern, within the department, then a full risk assessment would need to be undertaken by the line manager. **(Appendix B).** Where stress appears to be limited to an individual the line manger should complete **(Appendix C).**

6.6 **Evaluate the Risk, Recording Findings and Take Action**

Following the line managers completion of the risk assessment, the line manager will discuss with the appropriate Manager and their HR Business Partner/ Advisor and agree action to be taken in relation to the severity of the potential risk. Next steps will be to:

- Using the completed Risk Assessment **(Appendix B),** the line manager will lead the evaluation of risks within their department in order to have a clear understanding of the underlying causes and develop ideas for improvements (controls).
- Rate the risks using the risk register process outlined within the Trusts Risk Management policy.
- Involve relevant staff/staff side representatives in discussions about levels of stress e.g. team meetings or via briefing meetings
- Should any department/area be identified as a cause for concern, the potential risk should be escalated to the Service Manager.
- Ensure that any staff raising concerns should have feedback as to action proposed following the risk assessment
- Findings and actions taken may be recorded in personal files
- Add risk to the local risk register for their area of responsibility and ensure an associated action plan is developed and implemented.
- Managers to forward risk assessment identifying stress as a risk to the appropriate Senior Manager as soon as completed

Extreme Risks

All risks identified with a score **15 (Extreme**) or above will be escalated to the Executive Director of Workforce and the Head of Quality & Risk who will decide if appropriate to include on the Corporate Risk Register.

6.7 **Useful Contact Telephone Numbers**

Name	Telephone Number
Occupational Health Department	0151 471 2451
Employee Assistance Programme (via Staff Support)	0151 330 8103
Union Office: **Unison** **RCN** **POA**	0151 473 2789 0151 471 2609 0151 471 2247
Spiritual Care	0151 471 2608
The Samaritans	08457 90 90 90
Relate	0300 100 1234
Alcoholics Anonymous	01904 08888

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7. CONSULTATION

7.1   The policy has been developed by the HR Policy Group, which consists of representatives from:
- Occupational Health & Staff Support

- Recognised Trade Union Representatives

- Senior Managers

- HR Staff

7.2   The policy has also been subjected to consultation with the Trust`s Health & Safety Committee.

8. TRAINING AND SUPPORT

8.1   Policy to be communicated to staff via the management structures within each Division

8.2   Training will be arranged, facilitated and delivered by the Education Lead, HR and supported by the Health & Wellbeing @ Work department.

9. MONITORING

9.1

System for the Monitoring of Compliance	
Monitoring of compliance with this policy will be undertaken annually by the Executive Director of Workforce. Monitoring will include:	- Review of the annual staff survey which includes questions about stress. - Review of the Trust's Staff Survey Action Plan - The Trust's Health & Safety Committee will review any policy issues - The Executive Director of Workforce will ensure that information on staff health and well-being is communicated to staff, through the Staff Engagement Group - Data from workforce information reports on sickness absence, turnover and those who report stress using the protected characteristics, will be provided which will indicate where further action may be required - Appropriate risk assessments & the management of work related stress is undertaken

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10. Equality and Human Rights Analysis

Title: Corporate Policy Prevention and Management of Workplace Stressors
Area covered: Trust Wide Non Clinical Policy

What are the intended outcomes of this work?
This is a review of the assessment that was undertaken in 2013.

The following were identified within the 2013 action plan.

1. Ensure that HR and staff support road shows are delivered for staff in the Trust (Trust wide).

Evidence:

- HR, OH and Staff Support have delivered information and questionnaires and stress dots about stress levels on regular staff events and workshops.
- NHS Staff Survey

2. Promoting how stress might be experienced for staff who are carers and from protected groups.

Evidence:

- Work is beginning to look at these issues. |
| **Who will be affected?**

Staff |

Evidence
What evidence have you considered?

The policy and the last equality impact assessment. |
| **Disability (including learning disability):** See cross cutting. |
| **Sex:** See cross cutting. |
| **Race:** See cross cutting. |
| **Age:** See cross cutting. |
| **Gender reassignment (including transgender):** See cross cutting. |
| **Sexual orientation:** See cross cutting. |

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Religion or belief: See cross cutting.	
Pregnancy and maternity: See cross cutting.	
Carers: See cross cutting.	
Other identified groups: See cross cutting.	
Cross Cutting The protected characteristics and the Equality Act 2010 are highlighted within the policy.	

Human Rights	**Is there an impact?** **How this right could be protected?**
Right to life (Article 2)	Human Rights Based approach supported
Right of freedom from inhuman and degrading treatment (Article 3)	Human Rights Based approach supported
Right to liberty (Article 5)	Human Rights Based approach supported
Right to a fair trial (Article 6)	Human Rights Based approach supported
Right to private and family life (Article 8)	Human Rights Based approach supported
Right of freedom of religion or belief (Article 9)	Human Rights Based approach supported
Right to freedom of expression **Note: this does not include insulting language such as racism (Article 10)**	Human Rights Based approach supported
Right freedom from discrimination (Article 14)	Human Rights Based approach supported

Engagement and Involvement
HR and Staff Support to continue stress awareness at HR staff events.

Summary of Analysis
Eliminate discrimination, harassment and victimisation No discrimination issues detected in relation to the protected characteristics identified within this policy.
Advance equality of opportunity The policy states that staff should not be subject to bullying. HR/Occupational health services to develop monitoring of those who report having stress using the protected characteristics.
Promote good relations between groups N/A

What is the overall impact? Intended to be positive

Action planning for improvement
Work around Staff who experience stress and who are carers needs to be developed.

For the record: This review Name of persons who carried out this assessment: George Sullivan: Equality and Human Rights Advisor Cheryl Barber: Occupational Health Service Manager Sarah Bimendi: Deputy Occupational Health Service Manager
Date assessment completed: **01/11/2016**
Name of responsible Director: Executive Director of Workforce.
Date assessment was signed: November 2016

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Action plan template

This part of the template is to help you develop your action plan. You might want to change the categories in the first column to reflect the actions needed for your policy.

Category	Actions	Target date	Person responsible and their area of responsibility
Monitoring	See 9.1		
Engagement	See 9.1		
Increasing accessibility	This policy and impact assessment to be displayed on the Trust website See 11		

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11. IMPLEMENTATION PLAN

11. IMPLEMENTATION PLAN	Issues identified / Action to be taken
Co-ordination of implementation • How will the implementation plan be co-ordinated and by whom? *Clear co-ordination is essential to monitor and sustain progress against the implementation plan and resolve any further issues that may arise.*	The implementation plan will be co-ordinated by the Executive Director of Workforce. The plan will include distribution of the policy in accordance with the guidance in Policy and Procedure for the Development, Ratification, Distribution and Reviewing Policies and Procedures.
Engaging staff • Who is affected directly or indirectly by the policy? • Are the most influential staff involved in the implementation? *Engaging staff and developing strong working relationships will provide a solid foundation for changes to be made.*	• All staff employed by Mersey Care NHS Foundation Trust.

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Involving service users and carers • Is there a need to provide information to service users and carers regarding this policy? • Are there service users, carers, representatives or local organisations who could contribute to the implementation? *Involving service users and carers will ensure that any actions taken are in the best interest of services users and carers and that they are better informed about their care.*	• There is no need to provide service users and carer`s with a copy of the procedure. However, it is available if requested.  • Service users and carer`s will be involved in reviewing the procedure.

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Communicating • What are the key messages to communicate to the different stakeholders? • How will these messages be communicated? *Effective communication will ensure that all those affected by the policy are kept informed thus smoothing the way for any changes. Promoting achievements can also provide encouragement to those involved.*	**Key messages are:** • how all staff identify the causes of stress in the workplace and empower them to reduce and manage the issues • to provide guidance to ensure a consistent approach to the prevention and management of workplace stressors • details of the process to be followed • the responsibilities of managers in managing stress in the workplace The responsibilities of employees to ensure they have: • an awareness of the signs and symptoms of stress • be familiar with this policy and associated policies that help to support staff whilst at work • be open, honest and respectful of all staff (including managers) The policy will be publicised via • the Trust website, the Staff Engagement Group, the Human Resources Department and Line Managers

Training • What are the training needs related to this policy? • Are people available with the skills to deliver the training? *All stakeholders need time to reflect on what the policy means to their current practice and key groups may need specific training to be able to deliver the policy.*	• Training needs will be identified for managers and staff side representatives who will have a key role to play in implementing the procedure. • Will facilitate training in occupational stress management for managers and stress awareness for all other staff • The training will be delivered in-house by the H.R. Team in conjunction with members of staff side.
Resources • Have the financial impacts of any changes been established? • Is it possible to set up processes to re-invest any savings? • Are other resources required to enable the implementation of the policy e.g. increased staffing, new documentation? *Identification of resource impacts is essential at the start of the process to ensure action can be taken to address issues which may arise at a later stage.*	• There are no additional financial implications arising from the implementation of this procedure.

Securing and sustaining change • Have the likely barriers to change and realistic ways to overcome them been identified? • Who needs to change and how do you plan to approach them? • Have arrangements been made with service managers to enable staff to attend briefing and training sessions? • Are arrangements in place to ensure the induction of new staff reflects the policy? *Initial barriers to implementation need to be addressed as well as those that may affect the on-going success of the policy*	• Consideration of potential barriers was discussed during the development of the procedure. • Managers and staff representatives will be released to attend training sessions.
Evaluating • What are the main changes in practice that should be seen from the policy? • How might these changes be evaluated? • How will lessons learnt from the implementation of this policy be fed back into the organisation? *Evaluating and demonstrating the benefits of new policy is essential to promote the achievements of those involved and justifying changes that have been made.*	• An understanding of how to manage workplace stress • The policy will provide consistency of approach across all services within the Trust
Other considerations	

ADDITIONAL APPENDICIES

APPENDIX A - The HSE Management Standards for Work-related Stress

Reproduced from the HSE Website: www.hse.gov.uk/stress/standards

The HSE has issued a set of Management Standards for Stress that categorise potential sources of work-related stress into 6 standards that all employers should strive to meet. A description of the standards can be found below.

1. DEMANDS

Includes issues such as workload, work patterns and the working environment

The standard is that:

- Employees indicate that they are able to cope with the demands of their jobs

- Systems are in place locally to respond to any individual concerns

What should be happening /states to be achieved:

- The organisation provides employees with adequate and achievable demands in relation to the agreed hours of work.
- People's skills and abilities are matched to the job demands
- Jobs are designed to be within the capabilities of employees; and
- Employee's concerns about their work environment are addressed

2. CONTROL

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

The standard is that:

- Employees indicate that they are able to have a say about the way they do their work; and
- Systems are in place locally to respond to any individual concerns

What should be happening/states to be achieved:

- Where possible, employees have control over their pace of work
- Employees are encouraged to use their skills and initiative to do their work
- Where possible, employees are encouraged to develop new skills to help them undertake new and challenging pieces of work.
- The organisation encourages employees to develop new skills
- Employees have a say over when breaks can be taken; and
- Employees are consulted over their work patterns

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3. ROLE

Whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles

The standard is that:

- Employees indicate that they understand their role and responsibilities; and
- Systems are put in place locally to respond to any individual concerns

What should be happening/states to be achieved:

- The organisation ensures that, as far as possible, the different requirements it places on employees are compatible;
- The organisation provides information to enable employees to understand their role and responsibilities
- The organisation ensures that, as far as possible, the requirements it places upon employees are clear and;
- Systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities

4. CHANGE

How organisational change (large or small) is managed and communicated in the organisation

The standard is that:

- Employees indicate that the organisation engages them frequently when undergoing an organisational change and;
- Systems are in place locally to respond to any individual concerns

What should be happening/states to be achieved:
- The organisation provides employees with timely information to enable them to understand the reasons for proposed changes
- The organisation ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals
- Employees are aware of the probable impact of any changes to their jobs. If necessary, employees are given training to support any changes in their jobs.
- Employees are aware of timetables for changes and;
- Employees have access to relevant support during changes

5. SUPPORT

Includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues

The standard is that:

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- Employees indicate that they receive adequate information and support from their colleagues and superiors; and
- Systems are in place locally to respond to individual concerns

What should be happening/states to be achieved:

- The organisation has policies and procedures to adequately support employees
- Systems are in place to enable and encourage managers to support their staff
- Systems are in place to enable and encourage employees to support their colleagues
- Employees know what support is available and how and when to access it

6. RELATIONSHIPS

Includes promoting positive working to avoid conflict and dealing with unacceptable behaviour

The standard is that:

- Employees indicate they are not subject to unacceptable behaviours, e.g. bullying at work; and
- Systems are in place locally to respond to any individual concerns

What should be happening/states to be achieved:

- The organisation promotes positive behaviours at work to avoid conflict and ensure fairness
- Employees share information relevant to their work
- The organisation has agreed policies and procedures to prevent or resolve unacceptable behaviour
- Systems are in place to enable and encourage managers to deal with unacceptable behaviour
- Systems are in place to enable and encourage employees to report unacceptable behaviour

Reference   http://www.hse.gov.uk/stress/

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APPENDIX B - Guidance Notes: for Managers and 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: -

    i.   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.

    ii.   Consistently promote the values and behaviours expected of all Trust staff regardless of role, ensuring that CARE and the staff charter are adhered too at all times.

    iii.   Allocate time to local induction and answer any questions.

    iv.   The promoting of a healthy, happy workforce to improve the quality and effectiveness of patient care.

    v.   Recognising the demands made of staff can be multiple varied and prolonged, particularly as the organisation is constantly subject to pressures, constraints and change.

    vi.   All staff need to be aware of stress, particularly its harmful effects.

    vii.   Recognising that staff's psychological fitness for work may be affected by job demands and also issues outside of work (e.g. financial problems, relationship breakdown, divorce, bereavement, carer`s responsibilities)

    viii.   A collective pro-active approach to reducing occupational stress is essential.

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

    i.   Job demand – i.e. workload & exposure to physical & psychological hazards.
    ii.   Control - how much influence an individual has over their own work
    iii.   Relationships - including issues such as bullying & harassment.
    iv.   Change – how it is managed and communicated.

v. Role – the individual's understanding & expectations of their role.
vi. Support: Employees indicate that they receive adequate information and support from their colleagues and superiors.

Stress Risk Assessment

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

i. Take stress seriously and be aware of the early signs in colleagues and team members.
ii. Implement any identified risk reduction measures.
iii. Encourage referral (and self-referral), to the Health & Well Being Department if staff are experiencing stress related problems.
iv. 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.
v. Ensuring that communication is maintained between managers and teams, particularly during periods of organisational change, to promote open discussion and support.
vi. 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.
vii. Regularly reviewing objectives and priorities giving support and direction through the Personal Development Plan. 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.
viii. Encourage effective time management by monitoring working hours, overtime, workloads and travel schedules of team members and ensuring appropriate use of holiday entitlement.
ix. Actively support the Improving Working Lives Agenda.

Tackling 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.

i. Take responsibility for our own health and wellbeing.
ii. Ensure we act and promote the values and behaviours of CARE and staff charter.
iii. Be aware of signs of stress in ourselves and in colleagues and offer or seek support as appropriate, as soon as possible.
iv. Take responsibility for seeking the training, advice or supervision necessary to enable effective, safe professional performance within our jobs.
v. Be aware of and comply with Trust policies particularly regarding Health & Safety issues.

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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:

Work Performance

Inconsistent performance
Uncharacteristic errors
Indecisiveness
Tiredness
Making complaints
Irritability
Lapses in memory
Reference to time pressure
Resistance to change
Lack of holiday planning/taking
Longer or excessive hours

Behaviour

Malicious gossip
Criticism of others
Vandalism
Shouting
Bullying/harassment

Withdrawal

Arriving late
Leaving early
Extended lunches
Absenteeism
Increased sickness absence
Passivity
Lack of commitment

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PERSONAL

Physical

You may experience:

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

Emotional

You may feel:

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 is a problem
Frequently cry

APPENDIX C - Departmental Risk Assessment Tool for Stress Management

Consequence (if in doubt grade up, not down)

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

RISK

	Low (1-3)		Moderate (4-6)		High (8-12)		Extreme (15-25)

Assessment for:				By:		Date:	Reviewed:		
							Reviewed by		
Description of the Hazard	**Persons in danger**	**Potential Harm**	**Existing Safe Systems/ Controls References**			**Existing** **L x I = R**	**Suggested Safe Systems Required and Actions**		**Complete** **L x I = R**
Demands **Control** **Support** **Relationships** **Role** **Change** **Other………..**									

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Risk Assessment Review	
Line Managers Review of the Risk Assessment	**Departmental Managers Review of the Risk Assessment**
Reviewed by:	Reviewed by:
Date:	Date:

RISK ASSESMENT ACTION PLAN

Action	Person Responsible	Completion date

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APPENDIX D - INDIVIDUAL WELLBEING REVIEW TOOL

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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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 your colleagues willing to listen to your work-related problems?				
	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?				

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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
	Do you understand how your work fits into the overall aim of the organisation?				
Change	Do you have enough opportunities to question managers about change at work?				
	Do you feel consulted about change 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?				

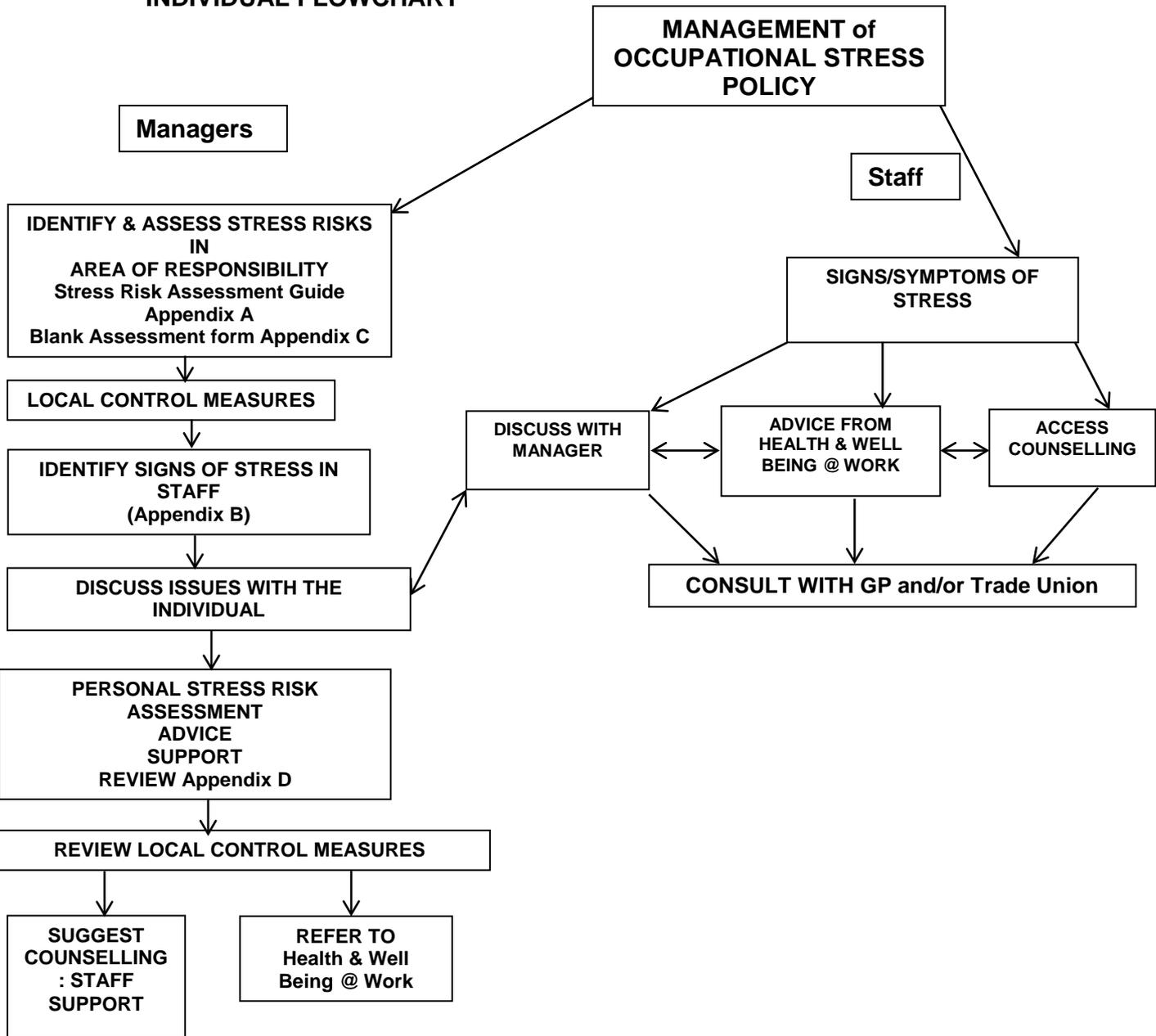HR13 Prevention and Management of Workplace Stressors – Version 5

Appendix E – Linking problems to solutions

The table below gives practical guidance on how tackle any problems identified.

ISSUE IDENTIFIED	POTENTIAL PRACTICAL SOLUTIONS
A. DEMANDS OF THE JOB	**EMPLOYEES INDICATE THEY CAN COPE WITH THE DEMANDS OF THEIR JOBS**
▪ Too little time for task ▪ Inadequate staffing	Prioritise tasks Cut out unnecessary work Try to give warning of urgent or important jobs to enable individuals to plan their work.
▪ Boring or repetitive work ▪ Too little to do	Job enrichment/ job rotation Change the way jobs are done by moving people between jobs, giving individuals more responsibility, increasing the scope of the job, increasing the variety of tasks, giving a group of workers greater responsibility for effective performance of the group

▪ Inadequate resources for task	Analyse requirements for any project/task:
	    ▪ Equipment/ tools
	    ▪ staffing
	    ▪ funds

▪ Supporting staff	Make staff aware of referral pathways to support Provide adequate information and training for line managers
▪ Managing staff	Ensure all staff in management roles have adequate training and support from senior colleagues in managing complex staff matters. Ensure managers know about central services (Educational development, HR, finance, staff development, occupational health, counselling, safety) available to support their work. Have formal written procedures to help new managers.
▪ Employees experiencing excessive workloads ▪ Employees working under excessive pressure	Review workload and demands regularly and as an integral part of the appraisal and performance management process. Support staff in planning their work. Try to establish what aspects of their job they find challenging. Redistribute work or set different work priorities if not coping.

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ISSUE IDENTIFIED	POTENTIAL PRACTICAL SOLUTIONS
The physical working environment ▪ poor temperature control ▪ noise ▪ lack of facilities for rest/breaks ▪ poor lighting ▪ poor ventilation	Make sure workplace hazards are properly controlled. Undertake risk assessments of work space and significant tasks
The psychological working environment ▪ threat of aggression or violence ▪ verbal abuse	Assess risks, implement controls including appropriate training

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INDIVIDUAL FLOWCHART

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                          ┌─────────────────────────┐
                          │    MANAGEMENT of         │
                          │  OCCUPATIONAL STRESS     │
                          │        POLICY            │
                          └─────────────────────────┘
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Managers

Staff

IDENTIFY & ASSESS STRESS RISKS IN
AREA OF RESPONSIBILITY
Stress Risk Assessment Guide
Appendix A
Blank Assessment form Appendix C

SIGNS/SYMPTOMS OF STRESS

LOCAL CONTROL MEASURES

DISCUSS WITH MANAGER

ADVICE FROM HEALTH & WELL BEING @ WORK

ACCESS COUNSELLING

IDENTIFY SIGNS OF STRESS IN STAFF
(Appendix B)

DISCUSS ISSUES WITH THE INDIVIDUAL

CONSULT WITH GP and/or Trade Union

PERSONAL STRESS RISK ASSESSMENT
ADVICE
SUPPORT
REVIEW Appendix D

REVIEW LOCAL CONTROL MEASURES

SUGGEST COUNSELLING : STAFF SUPPORT

REFER TO Health & Well Being @ Work

REFERENCES

- **The Health & Safety at Work Act 1974 – HSE**

- **Management of Health, Safety and Welfare Issues for NHS Staff 2005 – HSE**

- **The Equality Act 2010**

- **NHS Health & Wellbeing Review Report 2009**

- **The Working Time Regulations 2012 - HSE**