

Institute of
Health &
Social Care
Management

WORKFORCE WELLBEING



A GUIDE FOR MEMBERS

FIRST EDITION

Institute of Health & Social Care Management – December 2020

Introduction

Workforce Wellbeing is at the heart and start of consistent high performance in any organisation – and none has perhaps been put under such sustained pressure as that of the NHS and social care in recent months.

This IHSCM Special Guide is curated by the IHSCM and is conceived and designed by our members based on their own experiences and insights of workforce wellbeing.

It provides you with a range of practical solutions, tried and tested in various NHS and social care settings, that allows workforce wellbeing to be boosted and maintained. We are very grateful to all the members of the IHSCM's Workforce Wellbeing Special Interest Group who have provided details of measures adopted in their own Trusts and localities to advance workforce wellbeing and help people to feel good.

The guide is divided up into a range of subject headings to allow for easy access and navigation to help you find solutions to workforce challenges which you may be experiencing. We aim to update it regularly so do please forward any further examples to us so that we can incorporate into the next edition via wellbeing@ihm.org.uk.

I commend this guide to you and wish you every success in implementing some of the solutions presented.

If you implement any of these initiatives and enjoy some success, do please let us know so that we can map the effect that the guide produces, again via wellbeing@ihm.org.uk.

Best wishes

Jon Wilks

Chief Executive

December 2020

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Sanctuary

Wellbeing Hubs have been set up in a number of Hospital trusts, primary care clusters, and social care providers. Aside from the obvious need to offer a space for users to unwind, talk and be offered support, some specific advice includes:

- Provide food, hydration & toiletries for people who may have arrived at the Hub without planning to have done so. Make sure there are facilities for heating food and for storing chilled food. Keep a monitor of stocks and top up as required. Make these resources free to access. Engage with local business to donate.
- Provide space for people to talk and for people to reflect – without interruption.
- Have professional support and resources available to access 24/7, either in-person or virtually. Example from Barking, Havering & Redbridge in their maternity unit is a professional midwifery Advocate to be available to provide restorative clinical supervision session and a safe place to discuss any concerns.
- Publish a range of activities coordinated by the hub in which people can participate. Examples might include a ‘Monday evening walking group’, a ‘beginners painting group’ or perhaps a virtual choir.

Example – The Wellbeing Sanctuary (Sandwell & West Birmingham NHS Trust)



Enjoy a Chat – Cake - Coffee - Chill
 The Wellbeing Sanctuary
 The Learning Works Unett Street - Smethwick – B66 3SY
 To book a relaxing session, just call us:
 Telephone: 0121 507 5886

Daily Sanctuary Session	
	Deep Relaxation and Breathing through Soundscape
	Travel from the Peaks of the Himalayas to the depth of the oceans of Bali relaxing in a harmonious tranquillity
	Havening Therapy
	Uses your own soothing touch and calmness to support you with difficult situations
	Music Therapy
	A time to find inner stillness through the tranquillity of relaxing sound vibrations
	Hypnotherapy
	A calming holistic approach, using guided relaxation to deal with difficult situations and change unwanted behaviour
	Deep Meditation
	Let go, unwind discover inner peace and energise for the day ahead
	De-Stress - Methods and Techniques
	Release your anxieties and distress. Techniques to help you feel better and plan for the week ahead.
	Restorative Clinical Supervision -Health & Wellbeing Lead
	A safe and confidential space to explore the impact of work pressures
	Unwind with Mindfulness
	Breath & Relax Enjoy the session of being present and the power of connection and self-kindness

Mental Health First Aid

Several of the Special Interest Group contributors have sent in examples of mental health first aid measures which have been established. These resources and examples include:

Set up a dedicated wellbeing team – University Hospitals North Midlands established multidisciplinary wellbeing teams across their Trust:

- At a departmental level, all groups are represented including admin, doctors and nurses of different grades/bands.
- All are trained in providing peer level support with psychological first aid, either CISM or defusing skills, and mental health/wellbeing conversations. Some have more training than others all know resources available in the trust such as staff counselling services, wellbeing teams, mental health nurses.
- Any issues they can't deal with are escalated to a dedicated individual but have proved to be rare.
- The team members are seen as an approachable source of information for all staff and new starter welcome packs have photos of the team's members, so everyone knows who they are.
- Divisional level - each team has a divisional team with representation in each department.
- Trust wide - There are wellbeing 'ambassadors' in senior roles across the trust who get involved in wellbeing training but also other issues such as rotas, training and education, freedom to speak up etc.
- In the Emergency Department, all staff received a wellbeing pack at the start of Covid with information on anxiety, sleep, counselling and psychological support. Packs included some freebies, sweets and hand cream to encourage people to collect them and read the materials – and over 400 were dispensed!
- A Psychologist is also embedded in the Emergency dept and offers drop in sessions

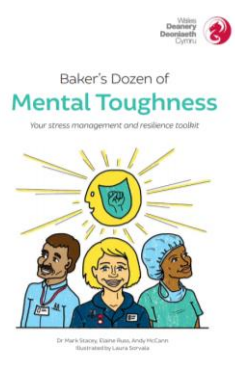
Provide A Confidential Staff Support Helpline

Several Trusts provide these, often in partnership with organisations such as [Samaritans](#), [Anxiety UK](#) and others.

Appoint a dedicated Health & Wellbeing Lead. Make them responsible for coordinating and delivering all of the projects and ideas around the subject of workforce wellbeing. Great example at Newcastle Hospitals, funded 22.5 hours per week and based in Human Resources. They also have over 100 Wellbeing Guardians situated throughout the Trust

Self-Care & Resilience

Check Out The Baker's Dozen of Wellbeing This fantastic and comprehensive guide is produced and published by Health Education & Improvement Wales and contains 13 ideas for boosting mental wellbeing.



You can download the booklet here:

[Bakers-Dozen-Toolkit.pdf \(cardiff.ac.uk\)](#)

Introduce HALT – take a break. Launched at Guys & St Thomas' Hospital Trust and University Hospitals North Midlands, the HALT scheme encourages staff to consider their working day and when to recognize that they need a break.

NHS
Guy's and St Thomas'
NHS Foundation Trust

HALT, take a break

Do you sometimes work for long hours without taking a break? This isn't healthy for you, your colleagues or your patients and it doesn't make you more productive. The HALT campaign encourages you to focus on your health and wellbeing by taking your breaks.

Why does this matter?

- Healthier for you**
you will feel calmer, more alert and more energised.
- Safer for patients**
if you are awake for more than 16 hours your reactions are similar to being over the drink-driving limit and you are more likely to make a mistake.
- Better for everyone**
if you are Hungry, Angry, Late or Tired you are less productive and it is difficult to make decisions effectively. Think HALT and take a break.

What can you do?

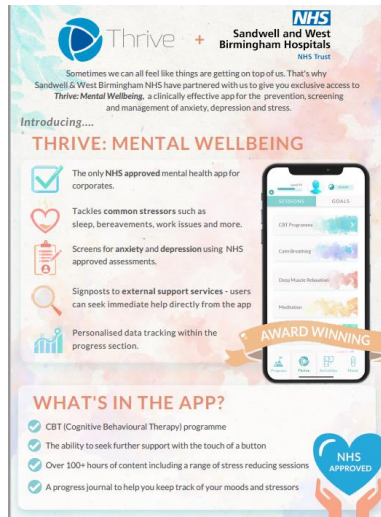
- Plan your breaks**
plan your breaks at the start of your day. Try not to work more than five hours without a 20 minute break.
- Work as a team**
plan your shifts and support each other to take your breaks. This is not about making you take a break at a time that is disruptive.
- Create a 'take a break' culture**
managers and team leaders should lead by example and create the right environment for you to take a break.

Working a night shift? See overleaf for some top tips.
Visit the Showing we care about you GTI pages for information about HALT and the support available to help you look after your health and wellbeing.

showing we care about you

Click here to access the full guide: [handout-take-a-break-flyer-final.pdf \(guysandstthomaseducation.com\)](#)

Explore a Partnership with the THRIVE mental wellbeing app. They've done it at Sandwell & West Birmingham Hospitals with good results:



Find out more here: [Thrive app - NHS \(www.nhs.uk\)](http://www.nhs.uk)

Create a self-care assessment document for staff to use:

Self-Care – Making Oneselves Happier and Healthier

My Self-Care Assessment

Name: _____ Date: _____

Self-care activities are the things you do to maintain good health and improve well-being. This self-care assessment is designed to help you reflect on your current level of self-care and identify areas you might want to focus on moving forward.

When completing this assessment, you may find it helpful to refer to the briefing called 'An Introduction to Self-Care', as this explains the importance of self-care and includes examples of self-care activities under each of the key self-care areas which you may want to try or may help you generate your own ideas.

Remember - its ok to start small; try to pick activities that are meaningful to you and preferably that you enjoy - this way you are more likely to stick with them.

Physical Self-Care (Activities that involve taking care of your physical body)

Some example questions to ask yourself:

- Do you get enough, quality sleep?
- Do you eat regularly and a balanced diet / healthy foods?
- Do you take care of your own personal hygiene (e.g. brush your teeth twice per day)
- Do you regularly exercise? (e.g. exercises classes, walk the dog)
- Do you smoke?
- Do you drink too much alcohol?
- Participate in fun exercises (e.g. walking, swimming, dancing)
- Get medical care when needed?

What I do now that's good for me:	What I do now that's not good for me & I need to improve:
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What activities I am going to do to improve (include activity and start date)

Psychological Self-Care (Activities that help to improve and maintain your mental wellbeing - how you are feeling / how well you cope with daily life)

Some example questions to ask yourself:

- Do you have any hobbies?
- Do you learn new things (unrelated to work)?
- Do you make time for relaxation (e.g. yoga, mindfulness)?
- Do you spend enough time with loved ones / friends?
- Do you do a digital detox (periods of time when you are not using your phone / email / internet)?
- Do you seek help when you need it (e.g. counselling, talking to a friend)?

What I do now that's good for me:	What I do now that's not good for me & I need to improve:
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What activities I am going to do to improve (include activity and start date)

Emotional Self-Care (Activities that care for your emotional needs by identifying, understanding and nurturing your feelings)

Some example questions to ask yourself:

- Do you take time to reflect on your feelings (e.g. write in a journal or talk to someone)?
- Do you feel you maintain enough contact with people who are important in your life?
- Do you do something that makes you feel happy on a regular basis?
- Do you praise yourself when you do positive things or do you focus too much on the negative?

What I do now that's good for me:	What I do now that's not good for me & I need to improve:
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What activities I am going to do to improve (include activity and start date)

The team at Sandwell & West Birmingham NHS Trust are using this successfully and the team at Health Education & Improvement Wales also have a similar survey.

Take Notice – The CQC encourage staff to take photographs of things they take notice of going about their daily activities and upload them to the organisation’s Yammer site. Mindfulness is an important part of their ‘Take Notice’ project and they have links to mental health support tools on their intranet site.



Wellbeing Matters. Several contributors have extensive programmes linked to wellbeing as a whole and we particularly liked the approach taken by Health Education & Improvement Wales. You can see their entire programme via the following link:
<https://weds.heiw.wales/assets/Uploads/b785d611ee/Our-Wellbeing-Matters-November-with-contacts-Mar-2020.pdf>



Gratitude & Positivity

Engage with Thank & Praise. Thank And Praise is a website and social network dedicated to the activity of thanking and praising people. They have produced their Big 4 for this guide:

- 1) Keep a gratitude journal.** Every day, at whatever time works for you, take the time to reflect on what you're thankful for. It could be big things like your partner or the house you live in, or it could be small things like a beautiful sunset or a delicious breakfast. Try writing down three things this evening before you go to bed.
- 2) Send a "Thank you" letter or postcard.** Writing down and telling someone how grateful you are for them is a powerful action. Why not try it now? Write down a message telling someone how much you appreciate them and see what effect it has on both of you. Maybe this then starts a chain of positivity if they then write to another person!
- 3) Pause before every meal.** Linked to mindful eating, show gratitude every time you sit down to eat. Try thinking of every person that was involved in bringing the food to your table. If someone else cooked, thank them. Be grateful for having the time and the ability to enjoy a healthy, nutritious meal.
- 4) Register with TAP (Thank and Praise).** Use this free-to-use social thanking platform (www.thankandpraise.com) to thank those people that have made a difference to you. Once registered, you can send messages to those who deserve being recognised, as well as receive positive messages yourself!

Consider Project Wingman. The generosity of the human spirit, even when times are extremely tough has never been better demonstrated by furloughed / redundant airline cabin crew working with NHS and social care organisations to give staff a bit of luxury airline service:

<https://www.projectwingman.co.uk/our-mission>

Mugged! Staff at Newcastle Hospitals are surprised with a mug containing some goodies and a lovely message. The recipient is then asked to replenish the mug and pass it on to another member of staff to share the positivity. Even CEO Dame Jackie Daniel was mugged:

Ohhhh @NewcastleHospitals you shouldn't havvvveeee.... Thank you very much 🥰 made my day.... you wonderful people ❤️ Thank you Julie Fletcher @dottyspotty101 for the delivery and yes i know who it came from 🥰🥰🥰❤❤❤ #mugged #FlourishatNewcastleHospitals



Leadership

Find Joy In Work. Produced by the Institute for Healthcare Improvement, this guide gives a perspective on how we can all better enjoy what we do and how we contribute:

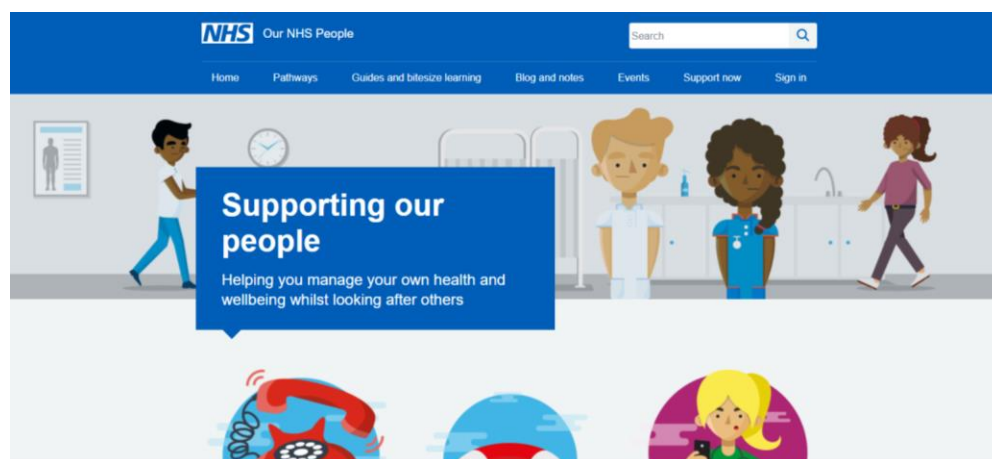
<http://www.ihl.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx>

Consider 'Corona Voice'. Annie Laverty, Chief Experience Officer at Northumbria Healthcare NHS Trust, has written a fabulous blog about her role and how she came to establish an online staff survey to 'thermometer check' workforce engagement. Staff are invited to anonymously reflect on their experiences of the previous week's work. See how she did it and the results achieved here: <https://www.health.org.uk/news-and-comment/blogs/supporting-staff-wellbeing-during-covid-19-a-northumbrian-experience>

Leadership support circles. During the Summer, NHSEI created a national programme of Leadership Circles where leaders in any role can meet to talk about their leadership challenges and learn from their peers. These have now finished but what a good idea! Consider how you might set these up in your own organisation.

Learn more about Manager Wellbeing. Have a look through Health Education & Improvement Wales' dedicated document focused on helping managers to feel supported and well – throughout their career with the NHS, whether as a first day starter or someone coming up to retirement: [Manager Wellbeing Matters.pdf \(wales.nhs.uk\)](#)

See What NHSEI have produced. Called 'Supporting Our People', NHSEI has produced a comprehensive guide to managing health and wellbeing both individually and in teams. Click on the following link to access: [Our NHS People – Supporting our people: Helping you manage your own health and wellbeing whilst looking after others.](#)



Physiological

There is a myriad of schemes and projects amongst all health and social care organisations in place right now. Here are some of our favourites:

Menopause Support. Menopause proved to be a significant issue at University Hospitals North Midlands during the Covid crisis, particularly during the warm summer months as staff were required to wear full PPE in the red resus area. The team there managed to get thin scrubs for those that needed them, provided feminine hygiene products and ensured that women could take extra breaks if needed to keep hydrated and allow toilet breaks etc. They also bought a freezer and filled it with ice pops lollies and cold drinks that proved extraordinarily popular. If you would like to learn more, click here: [menopause-guide-for-people-managers_tcm18-55548.pdf \(cipd.co.uk\)](https://www.cipd.co.uk/tcm18-55548.pdf)

Monday walks & fitness challenge (Newcastle Joint Research Office - NJRO). The NJRO is a collaborative venture between Newcastle Hospitals and Newcastle University. Members of their team created a fun and informal walking group which has proved extremely popular.

Health & Wellbeing Day. Leicester University Hospitals ran a Trust-wide day to promote physical and mental wellbeing for staff. Demonstrations and 'have a go' sessions included Zumba, Yoga, Mindfulness, Healthy Cooking & Resilience Techniques.

Video guidance from the RCN. The Royal College of Nursing has produced 3 short videos promoting physical health in relation to mental wellbeing. Click on the following link to access:

<https://www.rcn.org.uk/clinical-topics/mental-health/physical-health-in-mental-illness>

Weigh to Go Slimming Club. To meet a need identified by Northern Ireland Prison Service staff, alongside Healthcare in Prison and the Librarian, staff have facilitated a weekly slimming club. Staff requested this as they felt they had put on weight during lockdown. Diet and exercise information is available, with a weekly weigh in and group support to enable health behaviour change. Contact

Look after your back. Lower back pain continues to be a huge cause of staff absenteeism in the NHS and social care, despite work to address common causes. Here's an exercise guide from NHS Choices, provided to the guide by Barking, Havering & Redbridge University Hospitals NHS Trust through their 'Recharge' newsletter. Feel free to expand & print out:



Be Active – The Improvement & Implementation Unit at the Care Quality Commission (CQC) arrange lunchtime walks to local places of interest, and have held a Unit Walkathon using step counters to record steps – they managed to walk the distance between all of the CQC offices in a week!

Health Checks by Healthworks – Community Health charity. Staff at Newcastle Hospitals can arrange bookings through their Health and Wellbeing lead with Healthworks. The dates are then offered out to the Health Champions located in each department and the booking of appointments offered on an individual basis to staff. Health Checks include:

- Body Mass Index (BMI)
- Blood pressure
- Cholesterol
- Alcohol
- Smoking status
- Health and wellbeing conversation including mental health and wellbeing

Non-Work Stress

Finance – money advice service. NHS Greater Glasgow & Clyde have set up a terrific web repository of financial advice for their staff, from debt management to pensions. You can see it here: [NHSGGC : Money Matters](#)

Domestic violence. Lincolnshire Community Health Services have published their dedicated guidance for any managers or members of staff dealing with domestic violence. Click here to see it:

[P HR 69 Guidelines for managers and employees for staff experiencing or affected by domestic abuse.pdf \(lincolnshirecommunityhealthservices.nhs.uk\)](#)

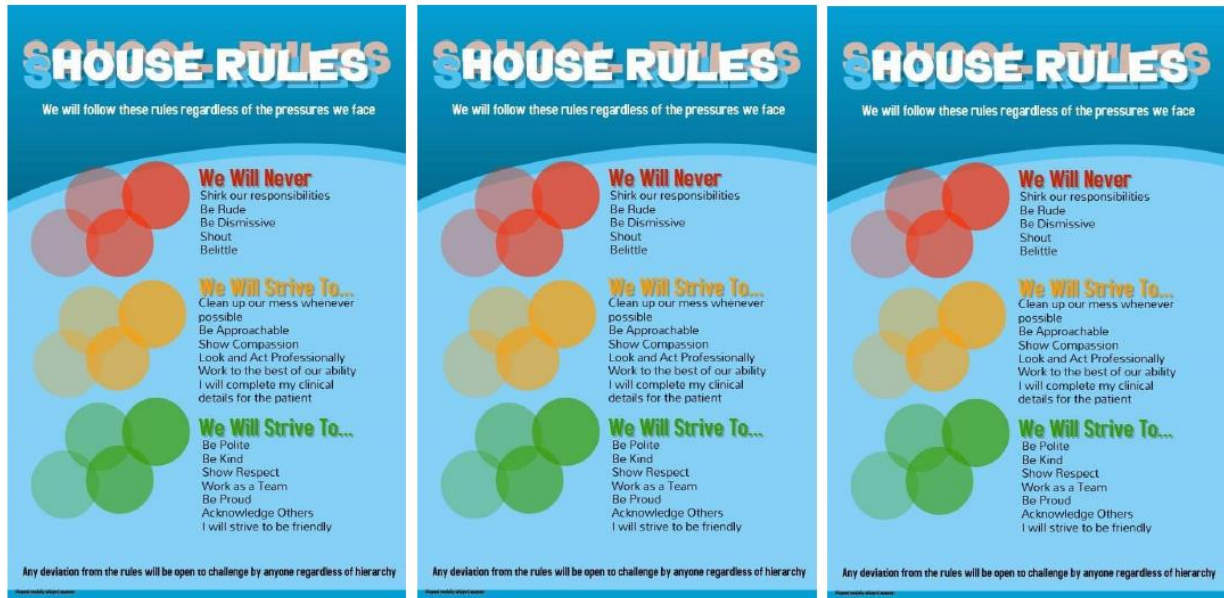
Leeds Teaching Hospitals have established a web portal for staff experiencing domestic violence, containing helpline numbers and references. [Domestic Violence \(leedsth.nhs.uk\)](#)

Dependency & addiction. NHSEI has created an excellent portal offering support and advice to NHS and social care suffering with substance dependency or gambling issues. You can access it here: [Substance Misuse and Gambling Support – Our NHS People](#)

Children’s Mental Health - Place2Be. A dedicated children’s mental health charity supporting mental health & wellbeing of worker’s children. Access their information here: [Improving children’s mental health in schools – Place2Be](#)

Demonstrating Compassion

Set up 'House Rules'. What standards of behaviour can we expect from ourselves and from our peers? Make it clear what is acceptable and what is not acceptable?



Creating a Compassionate Organisation. An academic published article by Maria Kordowicz accessible here: <https://thepsychologist.bps.org.uk/volume-32/august-2019/creating-compassionate-nhs-organisations>

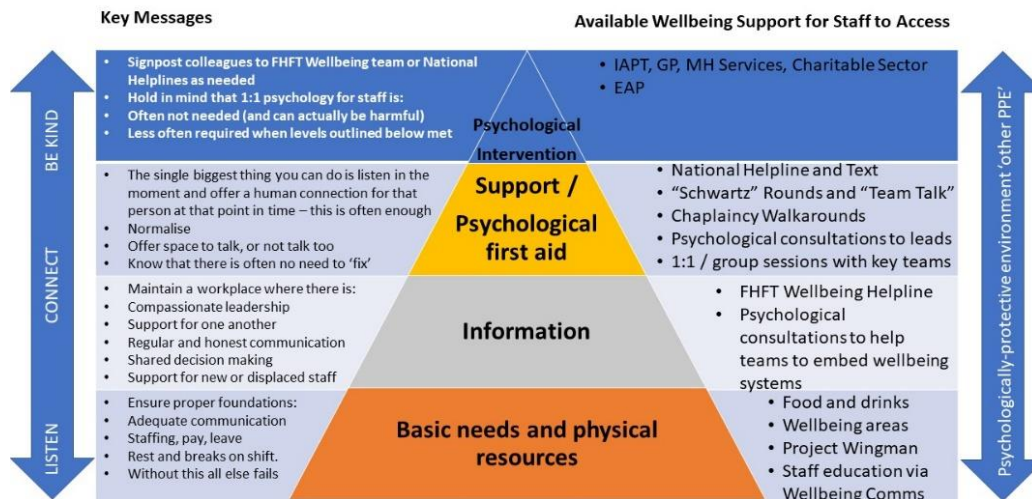
Communications

Lanyards. Everybody in the NHS and social care loves a lanyard – so put them to good use. At University Hospitals of Leicester, they have handed out wellbeing cards to attach to lanyards. The cards feature the contact phone numbers for all of the major mental and physiological support agencies so that all staff know where to go to get help.

Consider setting up a dedicated workforce wellbeing monthly e-magazine. They have done it at Newcastle Upon Tyne University Hospitals to great acclaim where it is allied to the Flourish staff development programme: <https://flourishatnewcastlehospitals.co.uk/>

Boosting Morale. From the Becker Hospital in the US, a great article on celebratory moments and how to record them: https://www.beckershospitalreview.com/workforce/how-hospitals-can-boost-employee-morale-this-winter.html?origin=QualityE&utm_source=QualityE&utm_medium=email&utm_content=newletter&oly_enc_id=6222A9671490G6Z

Get the messages right. We liked this communication used at Frimley Health Foundation Trust to emphasise the need for what they call ‘the other PPE’:





Our thanks to the various contributors and representatives from:

Barking, Havering & Redbridge NHS Trust

NHS England / Improvement

University Hospitals of Leicester NHS Trust

Health Improvement & Education Wales

Thank & Praise

Sandwell & West Birmingham NHS Trust

Newcastle Hospitals NHS Foundation Trust

Newcastle Joint Research Office

Northumbria Healthcare NHS Trust

University of Lincoln

Salem (Oregon) Health

University Hospitals North Midlands NHS Trust

Royal College of Nursing

Quality Compliance Systems

Frimley Health NHS Foundation Trust

South Eastern Trust, HSC Northern Ireland

Care Quality Commission

East Cheshire NHS Trust



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