

## STRESS MANAGEMENT POLICY

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## DOCUMENT CONTROL

<b>Reference Number</b> RH/Sep/12/SMP	<b>Version</b> V4	<b>Status</b> Final	<b>Author</b> HR Manager
<b>Amendments</b>	Amalgamation of SCH and MH policies incorporating key objectives from the HR Strategy.		
<b>Document objectives:</b>  Identifies duties and responsibilities for all staff of Somerset Partnership NHS Foundation Trust for the effective management of stress at work and how risks are identified. The policy is aligned to the HR Strategy "Integration and Alignment"			
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## CONTENTS

<b>Section</b>	<b>Summary of Section</b>	<b>Page</b>
1	<b>Introduction</b>	4
2	<b>Purpose &amp; Scope</b>	5
3	<b>Duties and Responsibilities</b>	5
	3.1 Trust Board	5
	3.2 Executive Lead	5
	3.3 Document Author	5
	3.4 Human Resources and Workforce Directorate	5
	3.5 Workforce Governance Group	6
	3.6 Regulation Governance Group	6
	3.7 Health & Safety and Staff Side Representatives	7
	3.8 Staff Responsibilities	8
	3.9 Line Manager Responsibilities	8
	3.10 Accessing Information and Support for Staff	8
	3.10.1 Work & Wellbeing Services	8
	3.10.2 Wellbeing Team	9
	3.10.3 Occupational Health	9
	3.10.4 Employee Assisted Programme	9
4	<b>Explanations of Terms used</b>	10
5	5.1 Step 1: Identifying the hazards	10
	5.8 Step 2: Decide who might be harmed and how	11
	5.11 Step 3: Evaluate the risk and take action	11
	5.19 Step 4: Record your findings	12
	5.25 Step 5: Monitoring and Review	12
6	<b>Training Requirements</b>	13
7	<b>Equality Impact Assessment</b>	13
8	<b>Monitoring Compliance and Effectiveness</b>	13
9	<b>Counter Fraud</b>	13
10	<b>Relevant Care Quality Commission (CQC) Registration Standards</b>	14
11	<b>References, Acknowledgements and Associated documents</b>	14
12	<b>Appendices</b>	15
	Appendix 1: Risk Assessment Process	16
	Appendix 2: Individual Stress Risk Assessment	18
	Appendix 3: Signs and Symptoms of Stress	21
	Appendix 4: Useful Information	22

## 1. INTRODUCTION

- 1.1 The NHS Constitution pledges the commitment from every NHS organisation to  
***“provide support and opportunities to staff to maintain their health, well-being and safety”***.
- 1.2 The Boorman review into the health and well-being of NHS staff sets out clear priorities for NHS organisations which made clear links between staff health and well-being, service quality and patient satisfaction
- 1.3 Stress, depression and anxiety are the cause of more working days lost than any other work related illness.
- 1.4 Joint research by the Health and Safety Executive, the University of London and the Chartered Institute of Personnel and Development has developed a framework of ‘Stress Management’ competencies, which constructively describe positive and negative examples of management behaviour.
- 1.5 It is recognised by the Trust the legal obligation for the management of stress. Where reasonably practicable suitable and sufficient risk assessments will be completed, implementing actions to tackle work related stress. As a minimum the implementation of the Health & Safety Executive (HSE) Management Standards for Work Related stress, (with guidance updated in 2007) have been used as a basis for the individual assessment of Stress.
- 1.6 Research has shown that work related stress may have an adverse effect and these affects can be demonstrated by, an employees commitment to work, overall staff performance and productivity, staff turnover and intention to leave; attendance levels; staff recruitment and retention and organisational image and reputation.
- 1.7 Convincing evidence highlights that prolonged periods of stress, including work-related stress, have an adverse effect on physical and mental health, with strong links between stress and physical effects such as heart disease, back pain, headaches, gastrointestinal disturbances or various minor illnesses; in addition to psychological effects such as anxiety and depression
- 1.8 The Human Resources strategy sets the strategic vision of how the Trust will improve working lives, thus closing the gap.
- 1.9 The Trust’s Work & Wellbeing services supports staff to proactively take ownership of their own health and wellbeing either by 1:1 advice, accessible information, wellbeing resources and targeted interventions.
- 1.10 Information and practical tools that enables staff to manage their health and wellbeing can be accessed via the Trust intranet which provides immediate information and advice.
- 1.11 The Trust recognises the cultural and diverse nature of its workforce and nine protected characteristics as outlined in the Equality Act 2010. These factors are considered when implementing interventions that may affect an individual’s health and wellbeing at work.

## **2. PURPOSE & SCOPE**

- 2.1 The Trust is committed to improving working lives and aims to provide a safe, positive working culture with the clear commitment to prevent, recognise and manage workplace stressors providing accessible resources for staff to access information and tools that support wellbeing at work.
- 2.2 This policy outlines the duties and responsibilities and workplace approach to pro-actively contribute to the reduction of work related stress.
- 2.3 This document provides guidance for all staff including temporary workers in the management of work related stress.
- 2.4 The Trust will aim to encourage a culture where all staff who feel they are suffering from negative effects of work related stress can approach their line manager, in confidence, to address and minimise further effects, thus establishing interventions that are available to the workforce.

## **3. DUTIES AND RESPONSIBILITIES**

### **3.1 Trust Board**

The Trust Board has specific legal and organisational responsibilities at strategic level for ensuring and monitoring effective frameworks are in place that identify, manage and minimise the impact of work related stress.

### **3.2 Executive Lead**

The Director of Human Resources and Workforce Development is the Executive Lead who has delegated responsibility for the operational implementation and ongoing management of this policy.

### **3.3 Document Author**

The Human Resource Manager is the author of this document and responsible for the development and review in accordance with current legislation. This document will be reviewed at least every three years or sooner if subject to any changes in legislation or local/national guidance.

### **3.4 Human Resource & Workforce Development Directorate**

- The Human Resources strategy action plan provides clear objectives that will be implemented to improve the wellbeing of the workforce. This will be achieved by working collaboratively with managers, staff side, health & safety representatives and Work & Wellbeing services.
- The Human Resources & Workforce Development Directorate will:-
- Work collaboratively with the Corporate Governance department to achieve an annual health and wellbeing assessment.
- Give assurance to the Workforce Governance Group of the management of work related stress.
- Develop and signpost and deliver Wellbeing @ Work training that proactively informs all employees how to prevent work related stress and providing practical solutions to overcome symptoms of stress.

- Promote and provide guidance to individual members of staff on how to prevent work related stress; this will be achieved working collaboratively with the Wellbeing Team and managers.
- Provide guidance that supports managers and members of staff on the Stress Management policy and how to complete an individual assessment (see Appendix 1 and Appendix 2).
- Where work related stress has been identified provide 1:1 support and signpost to Work & Wellbeing services to identify a targeted intervention to individual needs.
- Proactively monitor workforce metrics such as sickness rates, sickness reasons and employee relations to identify workforce trends.
- Advise managers and members of staff on training requirements and promote attendance at training and health promotion events
- Monitor and review the effectiveness of the Stress Management Policy through annual health and wellbeing assessments, quarterly evaluation of the Work & Wellbeing Work Programme and continuous analysis of wellbeing and workforce metrics.

3.5 The **Workforce Governance Group** is responsible for monitoring statistical data in relation to Stress Management and ensuring ongoing compliance with this policy. Any areas of risk are escalated to the Regulation Governance Group.

3.6 The **Regulation Governance Group** will have overall responsibility for monitoring and will receive quarterly reports from the Workforce Governance Group.

### 3.7 **Health & Safety Representatives and Staff Side Representatives**

- Work collaboratively with the Corporate Governance department, Human Resources and Workforce Development directorate and managers to conduct an annual health and wellbeing assessment
- Play a pivotal role with the development and implementation of the Stress Management Policy, providing advice and guidance in the practical management of managing work related stress.
- Be consulted on any changes to work practices or work design that could precipitate stress
- Be provided with paid time away from normal duties to attend any trade union training relating to workplace stress
- Promote and provide guidance to staff and managers of how to prevent workplace stress and work collaboratively with Work & Wellbeing services and Human Resources and Workforce Development directorate to implement targeted interventions, as appropriate.

3.8 **Staff Responsibilities** Every member of staff has a duty to take care of their own health and every member of staff must familiarise themselves with the Stress Management Policy and raise any immediate concerns that they may be experiencing; without raising concerns may result in the effects of workplace stress impacting further.

- Ensure comprehensive understanding of this policy and seek advice from their line manager, Human Resources Business Partner, Wellbeing Services and/or staff side and health & safety representative of any aspect (s) they do not understand.
- Highlight any problems that maybe experienced to their line manager, Human Resources Business Partner or Wellbeing Services so that the appropriate level of support and targeted intervention established.
- Be aware of behaviour at work and the impact that this may have on others.

### 3.9 Line Managers Responsibilities

- Line managers who recognise staff who are reaching levels of excessive pressure should discuss their concerns with the member of staff in a supportive manner to identify and overcome any potential negative effects of work related stress.
- Regularly monitor workloads to ensure that individuals are not overloaded. In the event that workplace stressors are identified, immediate actions must be taken to minimise further effects i.e. reduce workload.
- Encourage and conduct individual stress assessments (Appendix 2) to identify work place stress, developing an action plan that minimises and/or removes workplace stressors.
- In the event that an incident is reported via the DATIX Untoward Events Reporting system which may affect the health and wellbeing of a member of staff, an automatic alert from the DATIX system will be sent to the line manager, Human Resources Business Partner and Wellbeing Services to review.
- Proactively discuss with Human Resources Business Partner(s) and the member of staff to agree measures that proactively/reactively minimises work place stress e.g. access Employee Assisted Programmes (Care First), Wellbeing Team, Occupational Health.
- All individual assessments to be held locally with the line manager with a copy for the member of staff and Wellbeing Services. This enables quick access to the assessment to effectively monitor the effectiveness of actions agreed.
- Ensure effective communication is achieved within the department/teams particularly where there are organisational and procedural changes;
- Be aware of behaviour at work and the impact that this may have on others
- Ensure staff are fully trained to carry out their duties;
- Carry out good quality supervision and appraisals for all staff on a regular basis.
- Carry out return to work interviews for all cases of absence in accordance with the Trust's Managing Absence policy including an individual assessment when related to work related stress.
- Ensure staff are provided with meaningful developmental opportunities.

- Monitor working hours and overtime to ensure that staff are not overworked, this includes effective management of holidays to ensure that staff are taking their full entitlement
- Attend training as requested in good management practice and health and safety;
- Be vigilant and offer additional support to staff experiencing stress outside work, signposting to Work & Wellbeing services, as appropriate.
- Coordinate and assist in the compilation of action plans for implementation from project groups

### **3.10 Accessing Information and Support for Staff**

#### **3.10.1 Work & Wellbeing Services**

- Improving working lives focuses on closing the gap between ill health and inactivity, and empowers staff to protect and improve their own health and wellbeing

The continuous delivery of a first class occupational health service, an innovative work and wellbeing service which meets individual and organisational needs and 24/7 access to a first class Employee Assistance programme forms part of the overall package for the workforce of the Trust

- Information on resources that are available for staff to provide immediate support and resources can be accessed via the Trust intranet. The Work & Wellbeing intranet provides information, advice and tools that covers a variety of areas; such as Lifestyle, Self Help, protecting yourself at work and work related stress.
- A dedicated Wellbeing team are accessible to staff who experience work related stress or other concerns in relation to their health and wellbeing. Specialist advice and support in relation to mild/moderate mental health concerns is accessed through a referral system.

#### **3.10.2 The Wellbeing Team**

- Guarantee access to Work & Well-being services that delivers a range of services and interventions balanced between individual and organisational needs through 1:1 interventions or signpost to the most appropriate support..
- Provide an innovative approach to wellbeing, offering quality targeted interventions and practical solutions that enables' individuals to take ownership of their own health and wellbeing.
- Proactively raise awareness of health and well-being through health promotions, training, one-to-one support and targeted interventions in relation to lifestyle choices, behaviour and stress management.
- Deliver Wellbeing @ Work training to equip all staff with the knowledge and skills to prevent and tackle signs and symptoms of stress.
- Design, promote and deliver health campaigns in line with national and organisational requirements identifying preventative interventions, with practical solutions to minimise effects on physical and emotional health and wellbeing.

- Ensure continued access to up to date and relevant information and resources via the Work & Wellbeing website.
- Support staff who have been absent from work, working collaboratively with the line manager and Human Resources Business Partner to ensure an effective return to work.

### 3.10.3 Occupational Health

- Provide specialist advice on stress to the Trust, working in partnership with line managers, Human Resources and Workforce Development directorate and the Wellbeing team.
- Proactively support staff who have been off sick with work related stress and advise them and their line manager on a planned return to work, working collaboratively with managers, Human Resources Business Partners and the Wellbeing team.
- Refer to specialist agencies as required within the terms of the service level agreement.
- Inform the Trust of any changes and developments in the field of health and wellbeing at work.

### 3.10.4 Employee Assisted Programme (Care First)

- Provides direct access to qualified counsellors available 24 hours per day, 7 days per week, 365 days a year on a self referral basis that provides immediate support and practical solutions if a member of staff is affected by the negative impact of stress.
- Provides practical advice and information to establish ways forward on a wide range of other issues, such as financial or other challenges that affect the wellbeing of an individual.

## 4. EXPLANATIONS OF TERMS USED

### 4.1 Stress

- The Health & Safety Executive defines stress as “*the adverse reaction people have to excessive pressure or other types of demand placed on them*” (2007)
- This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress which always has a negative effect and can be detrimental to health.

### 4.2 Targeted Interventions

- Describes an intervention, with actions, that prevents and/or reacts to an individual or organisational need to improve working lives.

### 4.3 Work & Wellbeing Services

- Work & Wellbeing Services include: Human Resources and Workforce Development directorate; Occupational Health, Corporate Governance (Health & Safety), Employee Assisted Programmes, Line Managers and the Wellbeing Team
- The Wellbeing Team

- A team that delivers specialist and individual advice and support identifying targeted interventions that provide proactive and reactive actions that improves working lives.
- The Wellbeing Team are part of the Human Resources and Workforce Directorate.

4.4 **MSWRS** – Management Standards for Work Related Stress (Health and Safety Executive).

4.5 **DATIX** the electronic tool used within the Trust for reporting incidents, PALS enquiries , complaints and risk.

## 5. **STEP 1: IDENTIFYING THE HAZARDS**

5.1 Change is one of the more obvious causes of stress. It alters routines and can make staff and managers uncertain about the future. Healthy, emotionally resilient, high performing teams will be better placed to deal with change both individually and supporting each other within a team. Change is also sometimes unpredictable as are the causes of stress.

5.2 Research has also shown there are many contributors to work related stress and the most significant is the behaviour of managers in the workplace. The stress management competencies are designed to help managers to recognise positive and negative behaviours which may impact on the health and wellbeing of their team.

5.3 The Trust recognises that incidents of bullying, harassment and victimisation in the workplace, which may result in placing the recipient in a threatening and intimidating environment, can adversely affect his/her performance, health and wellbeing and is not conducive to the delivery of effective health care and treatment.

5.4 Unacceptable behaviour can have an extremely damaging effect on individuals. They undermine a person's self-confidence and may cause individuals to suffer stress, fear and anxiety, which can put great strains on personal and family life. Unacceptable behaviour can affect the Trust in the form of poor morale, absenteeism, poor performance and higher labour turnover.

5.5 The following outlines how the Trust will identify workplace stressors, proactively and reactively.

### 5.5.1 **Identify the Risk Factors**

- An annual health and wellbeing assessment will be carried out to identify workplace stressors, actions from this assessment will be incorporated into the appropriate action plan.
- The assessment will be completed in collaboration with the Human Resources and Workforce Development department, a Health & Safety and staff side representative and the Corporate Governance team.
- Individual stress risk assessments, (Appendix 2), are completed with/without the manager to identify and address local workplace stressors. Actions are recorded onto the action plan with actions implemented as appropriate.

- Through the supervision and appraisal process, all staff are encouraged to hold **open and transparent conversation** with their line manager/supervisor. These conversations will identify any workplace stressors which may lead to work related stress. Actions are recorded and implemented as appropriate.
- The annual review and evaluation of the staff satisfaction survey key findings is carried out in partnership with staff side. Actions from the Staff Survey will be incorporated into the appropriate action plan and regulated by the Workforce Governance Group.
- Proactive and regular monitoring of absence data and other workforce/ wellbeing metrics which are regularly evaluated by the manager, Human Resources Business Partners and the Wellbeing Team to proactively identify emerging trends.

## **STEP 2: DECIDE WHO MIGHT BE HARMED AND HOW**

- 5.6 The Trust recognises that **ALL** staff may suffer at some time from the negative effects of stress in relation to their role or other contributory factors internally and externally.
- 5.7 The reaction of a person who has excessive pressures or other types of demands placed on them which takes them beyond their ability to cope may respond to different types of pressure in different ways, such as
- Work performance
  - Regression
  - Withdrawal
  - Aggressive Behaviour
  - Physical signs
  - Other behaviour i.e. out of character
- 5.8 Further symptoms of stress can present themselves in various forms, see Appendix 3.

## **STEP 3: EVALUATE THE RISK, TAKE ACTION**

- 5.9 The findings from the annual health and wellbeing assessment will be evaluated and considered by the Workforce Governance Group.
- 5.10 Individual assessments will be reviewed by the line manager and member of staff to monitor the effectiveness of actions that have been identified to minimise effects of work related stress.
- 5.11 The Trust-wide DATIX system records reported incidents and holds local workforce intelligence in relation to local and corporate risks.
- 5.12 The Risk Manager will provide quarterly reports to the Workforce Governance Group and Health, Safety and Security Management Group of untoward events relating to the workforce.
- 5.13 In the event that an incident is reported via the DATIX system which may have affected the health and wellbeing of a member of staff, an automatic alert will be

sent to the line manager, Human Resources Business Partner and Wellbeing services to establish an intervention, as appropriate.

- 5.14 Operational Managers will monitor and review local risks within their areas of responsibility.
- 5.15 Risks in relation to the health and wellbeing of the workforce will be considered by the Workforce Governance Group. All identified risks will be considered and escalated to the Regulation Governance Group each quarter within the Governance Group reporting structure.

#### **STEP 4: RECORD YOUR FINDINGS**

- 5.16 Risks identified from the annual health and wellbeing assessment will be recorded onto the appropriate action plan with significant risks escalated onto local and corporate risk registers.
- 5.17 As appropriate, incidents that affect the health and wellbeing of the workforce can be reported via the untoward events DATIX system. All other mechanisms that identify workplace stressors are identified in section 5.1.
- 5.18 Individual assessments are recorded on (Appendix 2); this template can be accessed either through this policy or by accessing Work & Wellbeing intranet.
- 5.19 These assessments and subsequent action plans will be held by the line manager, with a copy for the member of staff and Wellbeing Services to ensure regular monitoring can take place.
- 5.20 Key themes and indicators from the annual staff survey will be incorporated into the appropriate action plan with progress considered at the Workforce Governance Group.
- 5.21 All staff will have access to Work & Wellbeing services, information and resources (see Appendix 4 for contact details). Targeted interventions will be monitored on a quarterly basis at the Workforce Governance Group.

#### **STEP 5: MONITOR AND REVIEW**

- 5.22 An annual health and wellbeing assessment will be carried out to identify workplace stressors with actions recorded onto the appropriate action plan.
- 5.23 Identified workplace stressors will be monitored through the Workforce Governance Group to measure the effectiveness of the policy and to seek assurance that workplace stress is managed effectively.
- 5.24 The Trust Board, Senior Managers, Human Resources & Workforce Development directorate (including Wellbeing Services) will proactively monitor and review emerging workforce trends as identified in the wellbeing work programme.
- 5.25 The Trust will monitor and review any major organisational change and aim to measure the impact of change; this will be governed by the Workforce Governance Group.
- 5.26 The Executive Lead will provide assurance of the effectiveness of this policy to the Regulation Governance Group and the Senior Managers Business Group.
- 5.27 Outcomes from the continuous monitoring will be escalated and/or incorporated into the appropriate strategy, action plan and/or risk register as appropriate.

- 5.28 Minutes from the Workforce Governance Group will reflect discussion and key actions that relate to the prevention, monitoring and minimising of work related stress.

## **6. TRAINING REQUIREMENTS**

- 6.1 The Trust will work towards all staff being appropriately trained in line with the organisation's Mandatory Training Matrix (training needs analysis). All training documents referred to in this policy are accessible to staff within the Learning and Development Section of the Trust Intranet.

## **7. EQUALITY IMPACT ASSESSMENT**

All relevant persons are required to comply with this document and must demonstrate sensitivity and competence in relation to the nine protected characteristics as defined by the Equality Act 2010. If you, or any other groups, believe you are disadvantaged by anything contained in this document please contact the Document Lead (author) who will then actively respond to the enquiry.

## **8. MONITORING COMPLIANCE AND EFFECTIVENESS**

- 8.1 The Trust will monitor compliance and effectiveness of this policy through the Workforce Governance Group who are accountable to the Regulation Governance Group.
- 8.2 Work related stress will be evaluated by using the organisational risk process (described in Appendix 1). These assessments will be regulated and monitored by the Workforce Governance group and captured on appropriate action plans and local/corporate risk registers.
- 8.3 On a quarterly basis data in relation to Stress Management and statistics and trends that relate to the health and wellbeing of the workforce will be provided to the Workforce Governance Group to enable ongoing monitoring and to demonstrate continuous progress to improve the health and wellbeing of the workforce. Discussion, recommendations and actions will be agreed by the Workforce Governance Group and any action plans subject to ongoing monitoring. Risks identified will be escalated to the Regulation Governance Group through a quarterly reporting mechanism (using the Governance Group reporting template).

## **9. COUNTER FRAUD**

- 9.1 The Trust is committed to the NHS Protect Counter Fraud Policy – to reduce fraud in the NHS to a minimum, keep it at that level and put funds stolen by fraud back into patient care. Therefore, consideration has been given to the inclusion of guidance with regard to the potential for fraud and corruption to occur and what action should be taken in such circumstances during the development of this procedural document.

## 10. RELEVANT CARE QUALITY COMMISSION (CQC) REGISTRATION STANDARDS

The standards and outcomes which inform this procedural document are as follows:

Section	Outcome
Suitability of staffing	14 Supporting workers

## 11. REFERENCES, ACKNOWLEDGEMENTS AND ASSOCIATED DOCUMENTS

### References

- Health and Safety at Work etc. Act 1974.
- Health and Safety at Work Regulations 1999
- Health and Safety Executive (HSE) Stress Management Standards 2001
- Human Resources Strategy 2012 -2104 “Integration and Alignment”

*Health and Safety at Work etc. Act 1974*. London: Stationery Office. Available at: [www.opsi.gov.uk](http://www.opsi.gov.uk)

*The Management of Health and Safety at Work Regulations 1999*. London: Stationery Office. Available at: [www.opsi.gov.uk](http://www.opsi.gov.uk)

Health and Safety Executive (HSE) Management Standards for Work Related Stress - Online resources. Available at: [www.hse.gov.uk](http://www.hse.gov.uk)

Information on work related stress <http://www.hse.gov.uk/stress/>

Human Resources Strategy 2012 – 2014 “*Integration and Alignment*”

### Cross reference to other procedural documents

Anti-Bullying & Harassment Policy

Clinical Supervision and Coaching Policy

Datix Risk Register Guidance

Induction Policy (Corporate and Local)

Learning Development and Mandatory Training Policy

Lone Working Policy

Managing Absence Policy

Mandatory Training Matrix (Training Needs Analysis)

Risk Management Policy and Procedure

Serious Incident Requiring Investigation Policy

Single Equality Policy

Staff Appraisal and Management Supervision Policy

Training Prospectus

Untoward Event Reporting Policy

Whistleblowing Policy

All current policies and procedures are accessible to all staff on the Trust intranet (on the home page, click on 'Policies and Procedures'). Trust Guidance is accessible to staff on the Trust Intranet (within Policies and Procedures).

## **12. APPENDICES**

12.1 For the avoidance of any doubt the appendices in this policy are to constitute part of the body of this policy and shall be treated as such. This should include any relevant Clinical Audit Standards.

Appendix 1 - Risk Assessment Process

Appendix 2 - Individual Stress (Workplace) Risk Assessment

Appendix 3 - Signs and Symptoms of Stress

Appendix 4 - Useful information

## RISK ASSESSMENT PROCESS

A process of risk assessment should be carried out at all levels within the organisation using the following five steps.

RISK ASSESSMENT PROCESS AT ORGANISATIONAL/DEPARTMENTAL/TEAM LEVEL	RISK ASSESSMENT PROCESS AT INDIVIDUAL TEAM LEVEL
<p><b>MSWRS Step One: Identifying the Hazards</b></p> <p>Somerset Partnership NHS Foundation Trust will identify the hazards within the organisation which may be causal factors in the onset of work related stress by carrying out an annual health and wellbeing assessment.</p>	<p><b>Step One: Identify the Hazards</b></p> <p>The manager should arrange to meet with the member of staff at the earliest opportunity to discuss the issues and carry out an individual stress risk assessment.</p>
<p><b>MSWRS Step Two: Decide who may be Harmed and How</b></p> <p>Somerset Partnership NHS Foundation Trust will utilise the appropriate mechanism to identify whom may be harmed and how, either through the indicator tool of the Health and Safety Executive Management Standards or through other routes.</p> <p>The analysis will identify work place stressors. These findings will be will be used to develop action plans.</p> <p>The appropriate action plan and progress will be considered at the Workforce Governance Group..</p>	<p><b>Step Two: Decide How the Individual May be Being Harmed</b></p> <p>The individual stress risk assessment (Appendix 2) should be used to help identify those work related factors which may be causing the individual to feel stressed.</p>
<p><b>MSWRS Step Three: Evaluate the Risk and take Action</b></p> <p>In order to both evaluate the risk and take action, in accordance with the MSWRS approach, Somerset Partnership NHS Foundation Trust will:</p> <ul style="list-style-type: none"> <li>• consult with employees to discuss problems</li> <li>• work in partnership with employees and staff side to take action</li> <li>• ensure issues affecting individuals are addressed</li> <li>• feedback results to employees</li> <li>• record the findings</li> </ul> <p>Work related stress will be evaluated by using the organisational risk process. These assessments will be regulated and monitored by the Workforce Governance group and captured on appropriate action plans and local/corporate risk registers.</p> <p>Following a risk assessment the organisation will determine what targeted interventions can be put into place, and communicate these measures effectively throughout the organisation, monitoring their application thereafter.</p>	<p><b>Step Three: Evaluate the Risks and Take Action</b></p> <p>Once causal factors and their implications have been identified, the manager and member of staff should consider the frequency and severity of the risk factors.</p> <p>They should then consider what measures can be put in place or action taken to address these issues or to minimise the risk.</p>

<p><b>MSWRS Step Four: Record your Findings</b></p> <p>From the findings from local or organisational assessments, Somerset Partnership NHS Foundation Trust will incorporate the findings on to the appropriate action plan.</p> <p>All action plans, organisation or local will include the following as a minimum:</p> <ul style="list-style-type: none"> <li>• clear description of the problem</li> <li>• how the problem was identified</li> <li>• what organisation is going to do in response</li> <li>• how the organisation arrived at this solution</li> <li>• who is responsible for delivery of the plan/target</li> <li>• key milestones and dates for them to be reached</li> <li>• commitment to provide feedback to employees on progress</li> <li>• date for reviewing against the plan</li> </ul> <p>The action plan will be agreed with employees, senior management and employee representatives.</p> <p style="text-align: center;"><b>Copy to be sent to Wellbeing Services</b></p>	<p><b>Step Four: Record Your Findings</b></p> <p>The manager and member of staff should then agree an action plan and document this using the template (Appendix 2)</p>
<p><b>MSWRS Step Five: Monitor and Review</b></p> <p>Somerset Partnership NHS Foundation Trust will monitor actions created following the risk assessment process through the Workforce Governance Group.</p> <p>In cases where the concern is very serious and/or affecting significant members of staff the Wellbeing Team, working together with the manager and the Human Resources Business Partner, will identify measures to address the needs of the individual.</p> <p>The Board will receive a quarterly Workforce report, which includes data on employee turnover, sickness absence and productivity, and will measure any progress against emerging trends or changes in this data.</p> <p>Somerset Partnership NHS Foundation Trust will remain committed to continuously working with employees to identify and address the problems in the workplace that could lead to stress-related ill health</p>	<p><b>Step Five: Monitor and Review</b></p> <p>The manager and member of staff should agree a date by which the Action Plan will be maintained and reviewed.</p> <p>The purpose of this will be to review the situation and ensure issues have been addressed / minimised or to decide what further action needs to be taken.</p>

Individual Stress Risk Assessment

Standard	Question	Poor	Fair	Good	Excellent	Comment / Action Required
<b>Demand</b>	My Manager gives me adequate and achievable targets (demand) in relation to my agreed hours of work.					
	My skills and abilities are matched to the demands of the job.					
	I feel my job is designed to be within my capabilities.					
	Is my work environment quality poor, fair, good or excellent?					
<b>Support</b>	I feel the organisation has policies / standards in place to support me.					
	My manager supports me.					
	My colleagues support me.					
	I support my colleagues.					
	I know what support is available within the Trust to support me and how and when I can access it.					
	I know how to access required resources to do my job.					
	I receive regular, constructive feedback.					
<b>Relationships</b>	The organisation promotes positive behaviours at work to avoid conflict and ensure fairness.					
	We share information in our team relevant to our work.					
	The organisation has policies and procedures in place to prevent / resolve unacceptable behaviour.					
	My manager deals with unacceptable behaviour.					
	I feel I can report any unacceptable behaviour.					

<b>Change</b>	I receive timely information to enable me to understand the reasons for proposed changes.					
	If any changes are planned, the organisation / my manager makes me aware of any impact of the change on my job.					
	The organisation ensures that consultation takes place and that staff have the opportunity to influence proposals					
	Timetables for any changes are set and you are made aware of them.					
	I would have support available to me during any changes.					
<b>Control</b>	Where possible, I have control over the pace of my work.					
	I am encouraged to use my initiative and skills to do my work.					
	Where possible, I am encouraged to develop new skills.					
	This Trust encourages people to develop their skills.					
	I have a say over when I can take my breaks.					
	I am always consulted over work patterns.					
<b>Role</b>	My manager ensures that, as far as possible, the different requirements placed on me are compatible.					
	My manager provides me with information, supervision and training so that I can understand my role and responsibilities.					
	I fully understand the requirements placed on me.					
	There are systems in place to enable me to raise concerns about uncertainties or conflicts I have about my responsibilities / role.					

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**ACTION PLAN**

<b>Employee Name:</b>	
<b>Work Area:</b>	
<b>Manager undertaking discussions:</b>	
<b>Date of assessment:</b>	
<b>Action plan:</b>	
<b>Action plan review date:</b>	
<b>Copy to Wellbeing Services</b>	Date:

## SIGNS AND SYMPTOMS OF STRESS

### **Physical Effects**

Over-eating or loss of appetite  
Frequent indigestion or heartburn  
Insomnia  
Constant tiredness  
Raised heart rate/increased sweating  
Headaches/muscle tension  
Dizziness/blurred vision  
Aching neck, shoulders, back  
High blood pressure  
Frequent crying or desire to cry  
Nervous twitches  
Breathlessness or panic attacks  
Inability to sit still without fidgeting  
Tingling in arms and legs

### **Behavioural Effects**

Constant irritability  
Apathy  
Difficulty in making decisions  
Loss of sense of humour  
Increase in alcohol consumption  
Increase in smoking  
Disturbed sleep  
Inability to deal calmly with routine tasks  
Poor concentration  
Excessive concern about physical health  
Withdrawal and daydreams  
Excessive and rapid mood swings  
Increased levels of anxiety  
Suppressed anger  
Inability to have sympathy with others

**USEFUL CONTACTS**

<b>Care First (Employee Assisted Programme)</b> <a href="http://www.care-first.co.uk">www.care-first.co.uk</a>	<b>0800 174319</b>
<b>Human Resources Department</b>	<b>01278 432076</b>
<b>Wellbeing Services</b> <a href="mailto:www.wellbeing@work.co.uk">www.wellbeing@work.co.uk</a>	<b>01278 450874</b>
<b>Occupational Health Help Line</b>	<b>0844 826 0306</b>