Wellbeing at Work
Claire Smith
Head of Wellbeing at Work
Health Education and Improvement Wales

People Management and Engagement

Staff views of leaders → patients' views of care quality

Staff satisfaction → patient satisfaction

High work pressure → less compassion, privacy, respect.
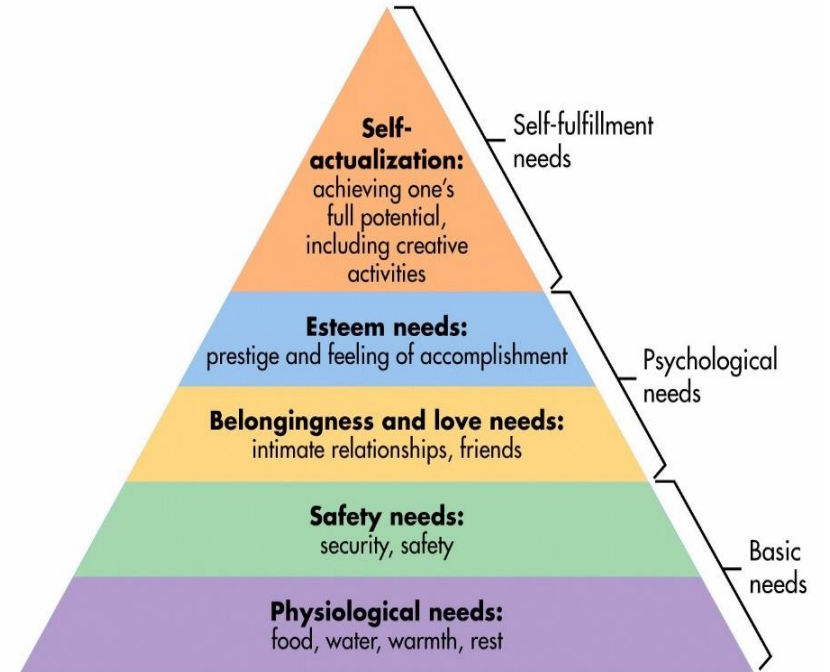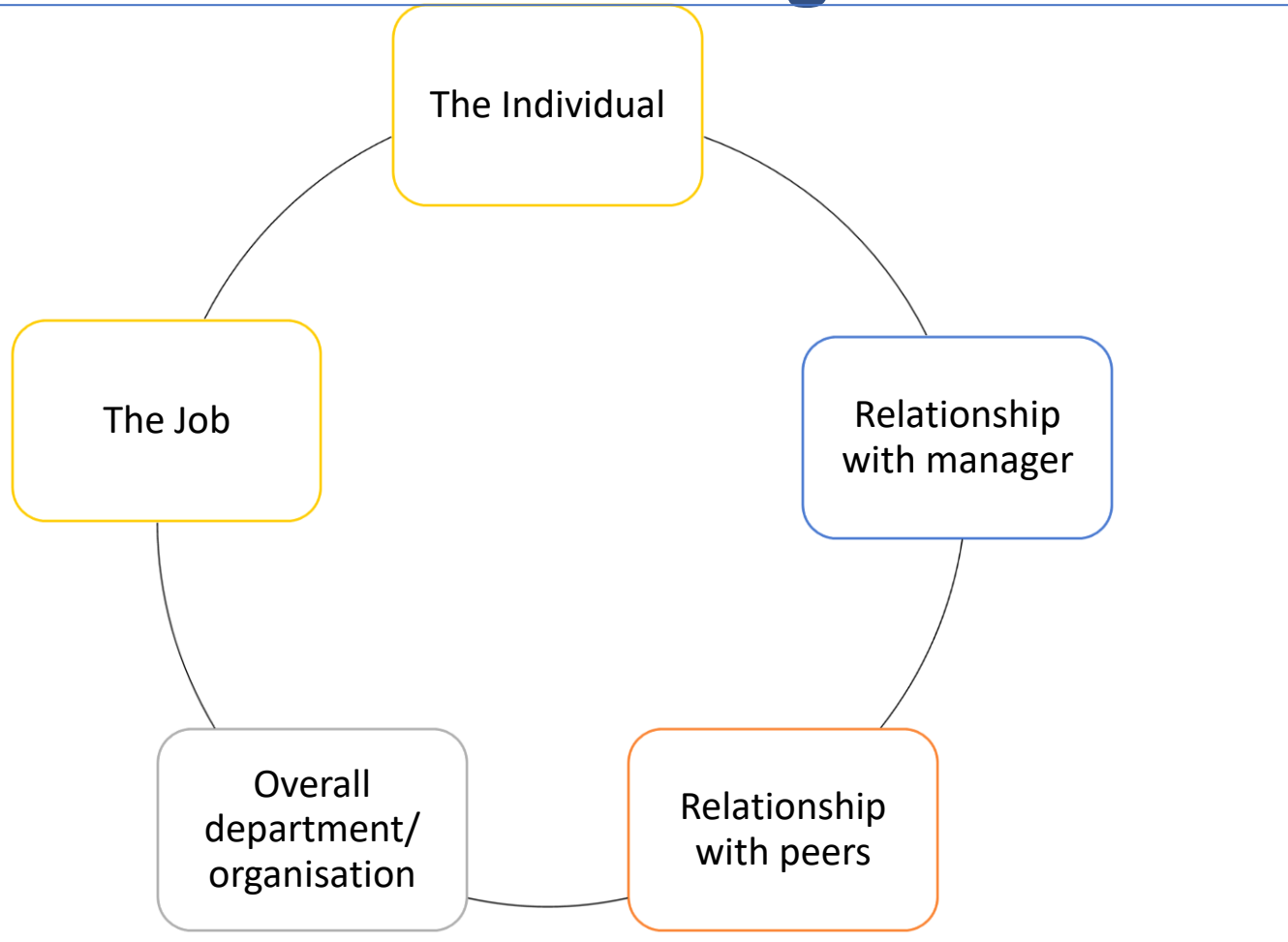
Poor staff well-being → poorer performance (and £)

Good HRM practices → lower patient mortality

https://www.gov.uk/government/publications/nhs-staff-management-and-health-service-quality

https://www.england.nhs.uk/publication/links-between-nhs-staff-experience-and-patient-satisfaction-analysis-of-surveys-from-2014-and-2015/
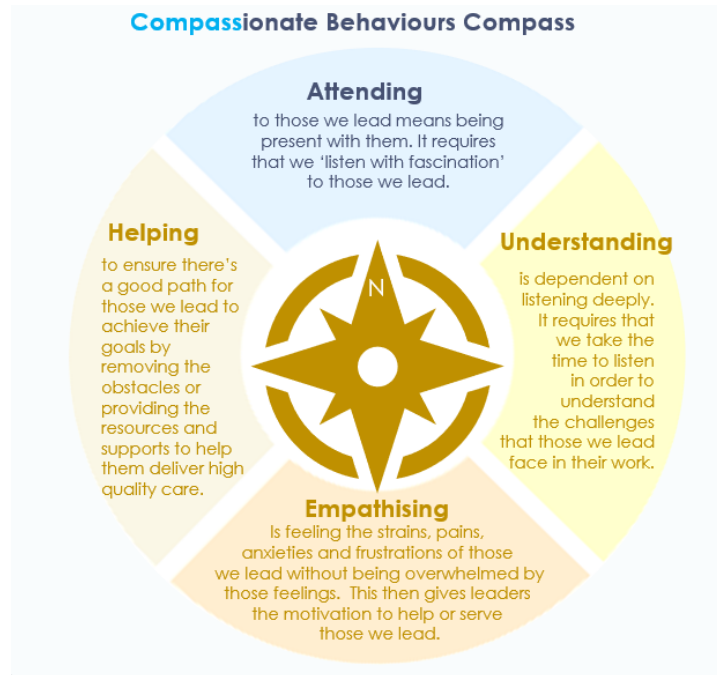
GIG CYMRU NHS WALES | Addysg a Gwella Iechyd Cymru (AaGIC) Health Education and Improvement Wales (HEIW)

Trawsnewid y gweithlu ar gyfer Cymru iachach
Transforming the workforce for a healthier Wales

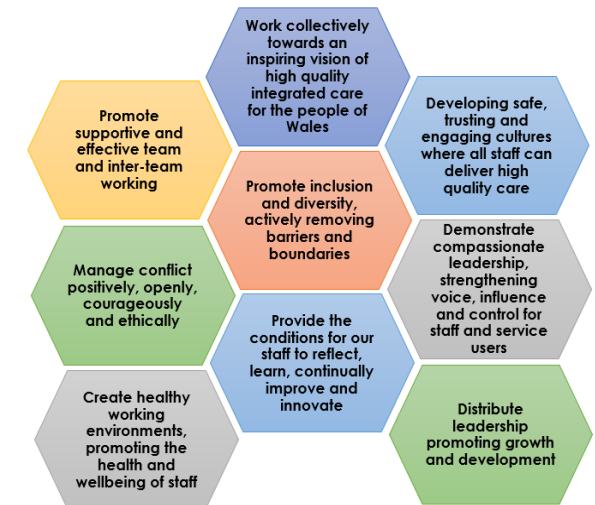# It's about more than the individual: A Wellbeing at Work Framework

Maslow, A (1943) *"A Theory of Human Motivation" in Psychological Review*

Our Workforce Strategy for Health and Social Care

Well-being of Future Generations (Wales) Act 2015: guidance | GOV.WALES

Social Services and Well-being (Wales) Act 2014 (legislation.gov.uk)

A Healthier Wales (gov.wales)

Compassionate Leadership
- Gwella Leadership Platform

Compassionate Behaviours Compass

Attending
to those we lead means being present with them. It requires that we 'listen with fascination' to those we lead.

Understanding
is dependent on listening deeply. It requires that we take the time to listen in order to understand the challenges that those we lead face in their work.

Helping
to ensure there's a good path for those we lead to achieve their goals by removing the obstacles or providing the resources and supports to help them deliver high quality care.

Empathising
Is feeling the strains, pains, anxieties and frustrations of those we lead without being overwhelmed by those feelings. This then gives leaders the motivation to help or serve those we lead.

Compassionate Behaviours Compass

Pause, Breath

Listen,

Be helpful, be kind

Ask questions

Compassionate Leadership Principles

These overarching principles underpin our ambition that by 2030, leaders in the health and social care system will display collective and compassionate leadership

As Compassionate Leaders across Health and Social Care in Wales we will...

- Work collectively towards an inspiring vision of high quality integrated care for the people of Wales
- Developing safe, trusting and engaging cultures where all staff can deliver high quality care
- Promote supportive and effective team and inter-team working
- Promote inclusion and diversity, actively removing barriers and boundaries
- Demonstrate compassionate leadership, strengthening voice, influence and control for staff and service users
- Manage conflict positively, openly, courageously and ethically
- Provide the conditions for our staff to reflect, learn, continually improve and innovate
- Create healthy working environments, promoting the health and wellbeing of staff
- Distribute leadership promoting growth and development

- Healthy Working Relationships
- Measuring Colleague Experience
- Staff Governance

Managing Attendance at Work Policy

Plan on a Page

Initial Response	Beyond initial response

Playlists / Websites

- Leading with compassion through the COVID-19
- Compassion Starts with Me COVID-19

Direct support

- Videos from Professor Michael West
- Signposting to free, reliable wellbeing resources
- Sharing NHS Wales best practice resources
- Signposting to Health Board/Trusts wellbeing pages
- Links to Trade Union wellbeing support
- Free independent money advice
- Support following a Traumatic Incident guidance
- Dedicated Wales Samaritans helpline
- Extended Health for Health Professionals service
- Signposting to bereavement support
- Free access to unsupported SilverCloud
- Free access to Neyber Financial Services
- Build on local offers of Employee Assistance Programmes, Occupational Health and Employee Wellbeing Services
- Wellbeing Matters products

Organisational Support

- FAQs for Managers and Staff on Managing Attendance and Home Working
- Enhanced Occupational Health, Employee Wellbeing Services and Employee Assistance Programmes

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- HEIW "Gwella" Leadership portal providing access to a range of current evidence based compassionate leadership resources
- HEIW Ty Dysgu digital platform providing access and signposting to health and wellbeing resources and information
- Health and Wellbeing Networks to share best practice, collaborate and learn – Managing Attendance at Work, Occupational Health, Health and Wellbeing, COVID-19
- Continued website content development including videos, apps etc.

- Peer Support
- How the Arts can support staff health and wellbeing
- Health and Wellbeing Framework for NHS Wales

- Collation of Management Information from Occupational Health Services, Employee Assistance Programmes, Employee Wellbeing Services, Health for Health Professionals, Silvercloud, Samaritans
- Monitor access to resources and respond to management information to continue to develop and provide good quality and evidence based resources that are current and relevant

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- Develop compassionate leaders who pay attention to those they lead, ensuring every leader is trained and practiced in implementing compassionate and inclusive leadership in their daily interactions creating the conditions for inclusion and kindness
- Occupational Health Services Review

Mentimeter Code xxxxx

1. Do you know how to access or signpost to health and wellbeing support/information/resources?

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Mentimeter Code xxx

2. Where would I access or signpost to health and wellbeing support/information/resources?

Supporting Our Colleagues

Helping you manage your own health and wellbeing while looking after others

Self help

HEIW COVID19 website- offers overview and instructions for complete support offering.

Free access to Silvercloud

Access to Our Wellbeing Matters

Access to Trade Union and Professional Organisation support

Need to talk

Support through your line manager and the Manager Wellbeing Matters

Support through your team/colleagues

Support from coaches and mentors through AcademiWales

Access to local Occupational Health and EAP

National Samaritans helpline for health and social care

Bereavement signposting

Suicide Signposting

Trauma signposting

Access to Financial resources

Loneliness and Isolation signposting

Mental Health

Brief interventions through EAP

Self referral Health for Health Professionals

Sharing of best practice videos and resources e.g. Michael West, Julie Highfield

Crisis Intervention

NHS urgent mental health helplines
- Samaritans
- Health for Health Professionals
- Local Employee Wellbeing Services / Occupational Health / EAPs

_able futures

Money Helper

SAMARITANS

HHP
Iechyd i Weithwyr Iechyd Proffesiynol Cymru
Health for Health Professionals Wales

Psychological Intervention

Psychological resources and spaces to reflect and learn

Improving the core conditions at work: Leadership; Peer Support; Research

The ICS Wellbeing Project, Dr Julie Highfield, National Wellbeing Project Director for the Intensive Care Society

National
HEIW Health and Wellbeing Website

Organisation
Occupational Health, Wellbeing Services, Employee Assistance Programmes

Manager / Team / Colleagues

Self Care
Emotional Wellbeing Decision Tree
Physical Wellbeing Decision Tree

Colleague health and wellbeing

Three core work needs that must be met to ensure wellbeing and motivation at work, and to minimise workplace stress:

The courage of compassion

Supporting nurses and midwives to deliver high-quality care

Michael West
Suzie Bailey
Ethan Williams

September 2020

Figure 1: The ABC framework of nurse and midwife core work needs

Autonomy
The need to have control over one's work life, and to be able to act consistently with one's values

- **Authority, empowerment and influence**
  Influence over decisions about how care is structured and delivered, ways of working and organisational culture
- **Justice and fairness**
  Equity, psychological safety, positive diversity and universal inclusion
- **Work conditions and working schedules**
  Resources, time and a sense of the right and necessity to properly rest, and to work safely, flexibly and effectively

Belonging
The need to be connected to, cared for by, and caring of colleagues, and to feel valued, respected and supported

- **Teamworking**
  Effectively functioning teams with role clarity and shared objectives, one of which is team member wellbeing
- **Culture and leadership**
  Nurturing cultures and compassionate leadership enabling high-quality, continually improving and compassionate care and staff support

Contribution
The need to experience effectiveness in work and deliver valued outcomes

- **Workload**
  Work demand levels that enable the sustainable leadership and delivery of safe, compassionate care
- **Management and supervision**
  The support, professional reflection, mentorship and supervision to enable staff to thrive in their work
- **Education, learning and development**
  Flexible, high-quality development opportunities that promote continuing growth and development for all

Key recommendation 1: Authority, empowerment and influence

Key recommendation 2: Justice and fairness

Key recommendation 3: Work conditions and working schedules

Key recommendation 4: Teamworking

Key recommendation 5: Culture and leadership

Key recommendation 6: Workload

Key recommendation 7: Management and supervision

Key recommendation 8: Learning, education and development

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Improvement Wales (HEIW)

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Transforming the workforce for a healthier Wales

Conversation Aids

Conversation Guide

Canllaw ar gyfer Sgyrsiau Llesiant

Llywodraeth Cymru Welsh Government

Wellbeing Conversation Guide

Llywio Sgyrsiau Cefnogol gyda Staff y GIG a Gofal Cymdeithasol
Shaping Supportive Conversations with NHS and Social Care Staff

Wellness Action Plans

Guide to Wellness Action Plans (WAPs)

mind
for better mental health

1. Change	Never 0	Seldom 1	Sometimes 2	Often 3	Always 4	2. Role	Never 0	Seldom 1	Sometimes 2	Often 3	Always 4
I am provided with information to enable me to understand the reasons for proposed changes						My employer provides information to enable me to understand my role and responsibilities					
I feel that my employer consults me regarding changes and provides opportunities for open discussion						My employer ensures that the different requirements it places upon me are clear, and that these are compatible with my role					
I am made aware of the probable impact of any changes to my job						I feel that there are adequate opportunities to raise concerns about any uncertainties or conflicts concerning my role and responsibilities					
I am given training to enable me to facilitate changes within my job						I feel that I have a good understanding of my role and what is expected of me during my duties					
I am made aware of timetables for change						My line manager ensures that my current job role adequately reflects my current job description					
I have access to relevant support during change						I know the standards I have to meet in my job					
When change is implemented, I feel equipped to deal with it						I know what I am expected to achieve in my job					

3. Demands	Never 0	Seldom 1	Sometimes 2	Often 3	Always 4	4. Control	Never 0	Seldom 1	Sometimes 2	Often 3	Always 4
My employer provides me with adequate and achievable demands in relation to the agreed hours of work						Where possible I have control over the pace of my work					
My skills and abilities are matched to the job demands						My employer encourages me to use my skills and initiative to do my work					
I feel empowered to use my full skills and potential abilities at work in day to day tasks						Where possible, I am encouraged to develop new skills to help me undertake new and challenging pieces of work					
I feel my skills and abilities are used to their full potential						I have a say when I can take my breaks					
In general, I feel that my job is designed to be within my capabilities						I am consulted over my work patterns and annual leave					
My concerns about my work environment are addressed						I feel supported by my employer in line with family friendly policies					
I regularly only work my contracted hours						I have opportunities to express my ideas and points of view					

5. Support	Never 0	Seldom 1	Sometimes 2	Often 3	Always 4	6. Relationship	Never 4	Seldom 3	Sometimes 2	Often 1	Always 0
My employer uses policies and procedures to adequately support me						Do you feel relationships at work are strained?					
I feel supported by my manager or line manager						Do you feel affected by conflict in the team?					
I feel able to support and encourage my colleagues						Are you subjected to personal harassment in the form of unkind words or behaviours?					
I know what support is available and how and when to access it						To what extent do you agree or disagree that your job gives you a feeling of belonging?	Never 0	Seldom 1	Sometimes 2	Often 3	Always 4
I know how to access the required resources to do my job						7. Home / Personal					
I have regular supervision and appraisal from my manager						Do you use the 5 Ways to Wellbeing?	Never 0	Seldom 1	Sometimes 2	Often 3	Always 4
I have the right equipment to do my job well						Do you have enough work life balance?	Never 0	Seldom 1	Sometimes 2	Often 3	Always 4
						Do you have other stressors worrying you?	Never 4	Seldom 3	Sometimes 2	Often 1	Always 0

8. Other factors	Never 4	Seldom 3	Sometimes 2	Often 1	Always 0	SCORE FOR INDIVIDUAL	
Over the last month my sleep has troubled me in general						Change	
Over the last month I have suffered from fatigue						Role	
I am concerned about my current financial situation						Demands	
In the last 3 months I have been unwell or had an injury that was either caused or made worse by my current job						Control	
In the last 3 months I have gone to work despite feeling that I should have taken the day off sick						Support	
I am concerned about my physical health						Relationships	
I am concerned about my mental health						Home / Personal	
						Other Factors	
						TOTAL	

POTENTIAL CONTROL MEASURES – remove, reduce, manage?

The table below is not a checklist, nor does it have all the answers. It is intended to help you think about possible ways of minimising the factors identified through your risk assessment. Whilst ideally you may want to remove specific stressors, this may not always be possible in your area of work and so reduction and /or management of the issues may be required. Utilise support of other colleagues and departments where necessary e.g. workforce advisor, trade union partners.

In some cases, the control measure may come from a combination of factors other than the area where the stress risk is identified e.g. if excess demand is identified as the issue, then alongside prioritising tasks and using job rotation, supportive relationships between the staff member, their immediate colleagues and their manager may help to mitigate the risk of stress being experienced.

1. SUPPORT	2. RELATIONSHIPS	3. ROLE
• Approachable, proactive management style, not forgetting positive feedback. • Promoting a positive, supportive team culture • Ensure new staff are properly inducted; including existing staff transferring, promoted or returning to work after long absence re-inducted. • Consider mentoring roles / Supervision opportunities • Opportunities for personal development reviews • Consider workplace support e.g. Unions, Workforce advisor, Occupational Health and wellbeing services. • Equality Act adjustments in place, reviewed and checked.	• Provide training in interpersonal skills & workplace conduct standards • Discuss the problem openly with individuals • Follow complaint procedures • Encourage constructive communications between staff • Managers to consider and address harassment / bullying • Lead by example and make it clear which behaviours are not acceptable • Consider use of mediation • Provide and communicate the Dignity at Work Policy • Schedule in regular 1-1 and team meetings. • Where appropriate develop team objectives.	• Clearly defined roles • Communicate clear objectives regarding job function & responsibilities. • Aim for good communication and close employee involvement, particularly during periods of change or high pressure. • Be honest, listen to and respect others. • Review job description and responsibilities
4. CHANGE	5. CONTROL	6. DEMANDS
• Provide effective support for staff throughout the process • Consult with staff likely to be involved in a change of management programme – fear and uncertainty can lead to increased anxiety, unfounded gossip, poor employment relationships and increased absence. • Getting together as a team can help people to feel less isolated with their concerns. • Consider training needs – do people have the tools and skills to effect change? • Consider changes in teams or work environment – a small change, e.g. a different positioning of desks, can have a major impact on communication and work relationships to help people not feel alienated. • Ensure good communication systems are in place from top to bottom and are 2-way.	• Consult with staff to allow them to influence the way their jobs are done • Regular team meetings to explore the team's ideas and suggestions. • Ensure staff take all their allocated leave & distribute it across the year / avoid working excessively long hours. • Try to provide scope for varying working conditions & flexible working schedules (e.g. pattern of hours) • Take into account that individuals are different and try to allocate work that helps them work their best:	• Prioritise tasks / set realistic deadlines • Look at job design & working practices • Review workloads and staffing levels regularly • Enable & support staff in planning their work • Is work being taken home? / encourage a healthy work-life balance • Is there constant communication by email, text & phone when off-duty? • Provide training and supervision to those who need it • Use job rotation. Give individuals more responsibility, increase variety of tasks. • Ensure the physical working environment is suitable (temperature, noise, facilities for rest/breaks). • Schedule work in a way that allows recovery time after unavoidable busy periods.

Five ways to wellbeing | New Economics Foundation

POTENTIAL FIVE WAYS TO WELLBEING

Wellbeing Theme	Message	Examples during work	Examples at home
Connect	Make time to connect with work colleagues, friends and family to enrich your days. Building solid and varied social connections in your life can increase your feelings of happiness and self-worth.	• Strike up a brief conversation with someone and say hello • Share stories and connect with colleagues and build relationships • Ask how people are and make people feel valued • Organise a work event / social event	• Spend time with a friend or family member who needs support • Send a message – does not have to be anything specific. People appreciate it when you think of them • Organise a day out and focus on the now, be in the moment.
Be Active	Being active makes you feel good, helps reduce stress, improves sleep and keeps you healthy. What you do with your body can have a powerful effect on your mental wellbeing.	• Stand up and stretch after sitting down for longer than 60 minutes • Go for walking meetings / lunches • Take the stairs instead of the lift • Sign up to the cycle to work scheme • Be a part of the Lets get moving collaborative	• Go for short walks of 30 minutes each day • Take part in exercise classes to beat the tension away • Enjoy the outdoors by trying outdoor activities or take family days out • Take advantage of online discounts to book in activities
Keep Learning	Learning something new can be fun, make you feel good and build your confidence. Step out of your comfort zone and you will learn things you never knew that you never knew.	• Sign up to do some work based learning as part of your development • Link with a mentor or coach for support and learn from your peers • Think about where you are now and where you want to be – how will you get there? • Try something new, you never know you might enjoy it	• Join a club or group with people who share similar interests as you and learn new skills • Try out a new recipe or cook something new for the family • Read a new book or try a new hobby, does not matter what it is.
Take Notice	Take time for yourself, notice things around you, notice others and savour the moments. Happiness can be right in front of you if you pause for a moment.	• Take the time to press pause and take notice of how you are today. What is different? • Take in your work environment; is anything different? • Take notice of how your colleagues are and how they are feeling. Support each other • Complete a wellness action plan for support and guidance • Practice mindfulness and understand how to be 'in the moment' and present	• Take notice of how you are feeling at this very moment and understand your thoughts and feelings • Notice how your family and friends are and offer support • Adopt the mindfulness approach to help you stay more focussed on what is going on around you
Give	Acts of kindness, helping others or even volunteering can make you feel happier. Giving can be like gold dust for our mental wellbeing.	• Give 5 minutes out of your day to speak with colleagues and ask how they are doing • Show appreciation for someone or thank them on a job well done • Provide your support to help coach or mentor someone who may be struggling	• Lend your voice to a cause that matters to you • Volunteer within your local community • Donate something that you no longer need or use to a charity • Put down your phone / tablet and give your time to listen to a friend or family member

WELLNESS ACTION PLAN DATE: ..../......./.......						
Item No.	Identify aspect & place in priority order based on scores overleaf i.e. role / relationships / control / support / change / demands / home & personal	Identify practical solutions and agree to remove, reduce or manage	Who will take this forward	By when	Agreed feedback mechanism	Date & sign when reviewed or complete

Mentimeter Code xxxxx

3. Do you know how to access or signpost to health and wellbeing support/information/resources?

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4. What do you think is NHS Wales priority for colleague health and wellbeing?

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5. What will you do to prioritise your wellbeing?

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Addysg a Gwella Iechyd
Cymru (AaGIC)
Health Education and
Improvement Wales (HEIW)

Thank you

[Colleague health and wellbeing - HEIW (nhs.wales)](https://weds.heiw.wales/staff-health-and-wellbeing/)

For further information, recommendations or requests please use our dedicated inbox at:

HealthandWellbeingNetworkEvent@wales.nhs.uk