Document level: Trustwide (TW)
Code: HR15
Issue number: 8

Stress prevention and management policy
Promoting staff wellbeing guidance for managers and staff

Lead executive	Lead Clinical Director (Not for TW documents)
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Type of document	Policy
Target audience	All CWP staff
Document purpose	To provide guidance to line managers and staff members on the management of stress. Including flowchart, stress survey & stress questionnaires

Approving meeting	People and OD Sub Committee	21/03/2016
Implementation date	June 2016	

CWP documents to be read in conjunction with	
HR6	Trust-wide learning and development requirements including the training needs analysis (TNA)
HR14	Guidance on accessing staff support and counselling service
GR1	Incident reporting and management policy
GR4	Policy for recording, investigation and management of complaints, comments, concerns and compliments
HR3	Dignity at work policy
HR3.5	Managing attendance policy and procedure

Document change history	
What is different?	
Appendices / electronic forms	Have appendices been added or changed since the last issue and if so explain the reasons why?
What is the impact of change?	Will this new document change the way we do things currently

Training requirements	Yes - Training requirements for this policy are in accordance with the CWP Training Needs Analysis (TNA) with Learning and Development (L&D)

Financial resource implications	No

External references
1. Health & Safety Executive. (2007). Managing the causes of work related stress ISBN 978-0-7176-6273-9 http: / /www.hse.gov.uk /pubns /priced /hsg218.pdf
2. Royal college of nursing. (2009) Work related stress ISBN 978-1-906633-30-1 www.rcn.org.uk http: / /www.rcn.org.uk /__data /assets /pdf_file /0009 /274473 /003531.pdf
3. Health & Safety Executive. (2005). Tackling Stress – The Management Standards Approach. HSE available at: www.hse.gov.uk
4. Health & Safety Executive. (2003). Real Solutions, Real People. A Manager's Guide to Tackling Work-related Stress. HSE Books.
5. Health & Safety Executive. (2002). Interventions to Control Stress at Work in Hospital Staff,

Contract Research Report 435 /2002. HSE Books.

6. Health and Safety Executive. The Management Standards for Stress. HMSO: London
7. Health and Safety Executive. Health and Safety at Work etc. Act 1974. HMSO: London
8. Health and Safety Executive. The Management of Health and Safety at Work Regulations 1999. HMSO: London
9. Health and Safety Executive. Working Together to Reduce Stress at Work: A Guide for Employees 2004. www.hse.gov.uk
10. Health and Safety Executive. An Example of a Stress Policy. 2007. www.hse.gov.uk

Equality Impact Assessment (EIA) - Initial assessment	Yes/No	Comments
Does this document affect one group less or more favourably than another on the basis of:		
- Race	No	
- Ethnic origins (including gypsies and travellers)	No	
- Nationality	No	
- Gender	No	
- Culture	No	
- Religion or belief	No	
- Sexual orientation including lesbian, gay and bisexual people	No	
- Age	No	
- Disability - learning disabilities, physical disability, sensory impairment and mental health problems	No	
Is there any evidence that some groups are affected differently?	No	
If you have identified potential discrimination, are there any exceptions valid, legal and/or justifiable?		
Is the impact of the document likely to be negative?	No	
- If so can the impact be avoided?	N/A	
- What alternatives are there to achieving the document without the impact?	N/A	
- Can we reduce the impact by taking different action?	N/A	
Where an adverse or negative impact on equality group(s) has been identified during the initial screening process a full EIA assessment should be conducted. If you have identified a potential discriminatory impact of this procedural document, please refer it to the human resource department together with any suggestions as to the action required to avoid / reduce this impact. For advice in respect of answering the above questions, please contact the human resource department.		
Was a full impact assessment required?	No	
What is the level of impact?	Low	

Content

1. Introduction

This policy applies to all employees, including bank staff and volunteers of CWP. The policy outlines the Trust's approach to the management of work-related stress in line with its Health & Wellbeing Strategy. In addition it includes practical guidance on supporting staff that are experiencing work-related stress and how to undertake a stress questionnaire.

Stress is a complex and can be a damaging phenomenon and ensues when contending pressures become overwhelming. When too much pressure results in stress we become less effective and our productivity decreases.

A certain amount of pressure can be quite stimulating, challenging and agreeable, but when the amount becomes unmanageable remedial action needs to be taken.

The HSE define stress as *"the adverse reaction people have to excessive pressure or other types of demand placed upon them".* **Here the operative word is excessive, which will vary for each individual. Excessive pressure needs to be addressed before it becomes stressful and results in both physical and psychological health problems.**

Stress avoidance in this policy inevitably focuses on the workplace, but it is recognised that there may well be many pressures arising from life events, family and home, which can also be stressful and ultimately may impact on individuals in the workplace, even though the stressor is external to work.

2. Background

CWP NHS Foundation Trust is committed to maintaining a healthy and safe working environment for all its employees. This duty of care extends to both their physical and mental wellbeing and thus strives to reduce the effects to staff posed by work related stress. This policy aims to enable all employees and particularly those with managerial or supervisory responsibilities, to identify stress factors in the workplace and to successfully manage and reduce them. It outlines the process for carrying out a stress questionnaire with individuals and teams.

It is important to emphasise that the Trust does not see those individual employees experiencing work related stress as personally weak and recognises that the effective management of workplace stressors is essential to:
- Safeguard the working lives of staff
- Maintain a healthy working environment
- Ensure effective delivery of services and provide good patient care

3. General information relating to stress

Recognising Early Symptoms

Behaviour	Physical Symptoms	Feelings	Thoughts
Increased smoking	Tension/aches and pains	Heightened anxiety, tension or panic	Muddled Thoughts
Increased caffeine	Headaches	Sensitive to criticism	Memory lapses
Increased alcohol intake	Difficulty sleeping	Excessive frustration	Poor concentration/attention
Increased errors	Fatigue/exhaustion	Close to tears	Easily distracted
Withdrawal/avoidance	Inability to relax	lack of enjoyment	Poor sense of judgement
Clashes with colleagues	Gastric disturbance	Low self esteem	Increased negativity
Increased sickness	Sweating/trembling	Loss of confidence	"I've had enough!"
Reduced motivation	Rapid weight loss/gain	Depression/Low mood	"I can't cope!"
Un-cooperative behaviour	"Burn out"		"There's no point!"
Deterioration in performance			"I don't want to be here anymore!"

Individuals often react differently when under pressure and if recognised and acknowledged early, many personal stress-related problems can be resolved quickly and effectively. People sometimes however, just ignore early warning signs until that pressure develops into unmanageable stress and then potential longer term physical, emotional and psychological symptoms can occur such as:

- Loss of confidence
- Depression
- Skin allergies
- Migraine
- Diabetes
- High blood pressure / cardiac problems

4. HSE Management Standards for Work Related Stress (MSWRS)

The Trust uses the HSE MSWRS to assist in the reduction of workplace stress. The HSE MSWRS identify six key potential stressors at work that if managed proactively, can help reduce work-related stress:

1. **Demands** — Workload, work patterns, work environment, work breaks, leave periods

2. **Control** — The amount of influence an individual has on the way they carry out their work

3. **Support** — The encouragement, sponsorship and resources provided by the Trust, line management and colleagues

4. **Relationships** — Positive, co-operative and collaborative attitudes to promote Healthy relationships and avoid conflict, inappropriate behaviour and bullying and harassment

5. **Role** — Understanding of each individual's role within the Trust and the prevention of contending roles

6. **Change** — The management and communication of organisational change

5. Process for identifying work related stressors

Managers should ensure they are familiar with the guidance in this document and adhere to good practice and procedures in relation to stress management and prevention. They should take a proactive approach to the well-being of their staff teams, which will then help them to more quickly identify workplace stressors. Where they are unclear or uncertain how best to manage the situation they should consult with the Occupational Health Service (OHS) and / or the Staff Support & Psychological Wellbeing Service (SSPWS). The Flowchart for managers shows the procedure to follow. (appendix 1)

Team Stress Survey

A copy of the stress survey can be given out to the team by the manager and the resultant yes's and no's used to facilitate team discussions to quickly find ways to manage the high stressors. When there are a lot more negative than positive responses to the questions, the manager may want to complete the full Team Stress Questionnaire to develop a more comprehensive action plan to address the workplace stressors identified. (appendix 2)

Individual Stress Questionnaire & **Guide for completing Individual Stress Questionnaire** This is to be completed by the manager with the member of staff when they become aware that he/she is stressed at work. In addition, this may also be undertaken due to a: (appendix 3) & (appendix 4)

- Request from OHS
- Return to work interview following a period of sickness absence
- Direct request from the member of staff who perceives themselves to be experiencing stress in the workplace
- Incident or event at work that the manager feels was potentially stressful

It is the manager's responsibility having completed the stress questionnaire, to ensure that action is taken to alleviate any identified issues. If support is needed in carrying out the actions then the manager should consult with the SSPWS and when appropriate the manager can recommend that a member of staff access individual support from the SSPWS. Where a member of staff does not wish to participate in the process or progress any further support, the manager will make note of this and record on Attendance Line if they are absent from work. Where there are serious concerns about the individual's health and well-being and their ability to fulfil their role, this should be discussed with OHS and HR.

Team Stress Questionnaire

All managers are required to complete a Team Stress Questionnaire annually (appendix 5) and ensure that action is taken on any identified issues. A manager could also use the questionnaire if they have concerns about the stress levels within their team where:
- An incident or event has taken place which may impact on the stress levels of the team e.g. undergoing investigation, a death
- There are high levels of sickness / absenteeism / observed presenteeism

6.   Sources of information on the management of work-related stress

- The Trust Induction Programme ensures that all staff are aware of the services available to them and includes information relating specifically to individual resilience

- The intranet holds information about services which offer guidance and support to individuals: Occupational Health Service (OHS), Staff Support & Psychological Wellbeing Service (SSPWS) and Human Resources (HR), Health & Safety Advisor

- Line managers will make themselves available whenever necessary to offer support and guidance relating to stress either by email communication or face to face

7.   Monitoring of stress within the Trust

The Trust takes a proactive approach to the wellbeing of its employees as outlined in its Health and Wellbeing strategy and is committed to continually monitoring stress related issues and reviewing processes put in place to manage any stress and sickness absence within the organisation:

- The responsibility for monitoring stress within the Trust rests with SSPWS, OHS and HR who will each contribute data to an annual report for the Health & Wellbeing Group (HWG) compiled by the SSPWS. The HWG will then report by exception to People and Organisational Development Sub Committee (PODSC) who will provide a report to the Trust Board on an annual basis

- Stress will be monitored using the following methods:

A monthly 'Hotspot Report' is provided by People Information identifying sickness absence levels across the localities, which is reviewed monthly by members of the Mental Health Pathway.

8. Duties and Responsibilities

8.1 Chief Executive

Under the Management of Health and Safety at Work Regulations (1999), the Trust has a duty to assess the risk of stress-related ill health arising from work activities and under the Health and Safety at Work Act (1974) it has a duty to take measures to alleviate stress factors.

As the employer, the Trust has overall responsibility for the health, safety and well-being of all patients, employees and other persons affected by the activities of the Trust. The Chief Executive is tasked with ensuring that effective measures are put in place to ensure this responsibility is met.

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

8.2 The Director of People Services

The Director of People Services has a responsibility to ensure the following:
- That policies are developed, communicated and reviewed and that resources are made available to undertake this

- Regular trend reports on sickness absence are presented to (PODSC) based on information provided by OHS and SSPWS and actions agreed where necessary

- That appropriate and timely support is available for those staff affected by work-related stress, through the provision of a Staff Support & Psychological Wellbeing Service and through the services of the Occupational Health department

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

- That all Service Managers and all Human Resources staff are aware of the content of this policy and of their responsibilities

- Through the Dignity at work policy that effective systems are in place to deal with bullying and harassment

8.3 Senior Managers

Senior Managers will be responsible for

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

- Ensuring that Team Surveys and Stress Questionnaires are completed annually by Line Managers

- Supporting the implementation of action plans that will assist in eliminating / reducing work related stress within their service area

8.4   Line Managers

Line Managers need:

- To implement the policy within their service area

- To ensure respectful communication takes place with their Teams that demonstrates valuing and appreciation for each individual team member

- To support teams to identify and reduce the effects that stressors may pose to their staff by:
    i.   Ensuring that job descriptions reflect the true nature of the post when recruiting
    ii. Clearly defining job roles and responsibilities
    iii. Making reasonable adjustments when necessary in line with service needs
    iv. Managing change effectively
    v.   Ensuring staff do not work excessive hours
    vi. Fostering healthy working relationships
    vii. Ensuring that the Dignity at work policy is followed if bullying and harassment is reported
    viii. Regularly consulting sickness absence reports and reviewing the annual staff survey, to help identify workplace stressors
    ix. Facilitating changes to work routines where it can be accommodated without detrimentally affecting service delivery
    x.   Allocating time to local induction for new staff to help them settle in

- To meet regularly with their teams and ensure effective communication on Trust and locality / service issues

- To agree clear objectives in a reasonable time frame and with the appropriate resources

- To acknowledge and encourage good performance

- To quickly address poor performance and not allow problems to escalate, but discuss concerns early, openly, honestly and constructively to avoid causing resentment

- To engage in regular management / clinical supervision. Supervision is an extremely important part of good practice which can help identify and prevent the occurrence of stress in the workplace. It is designed to offer staff a regular time and space in which to discuss both clinical casework and workplace and organisational issues

- To monitor workplace stress by completing the Stress Survey (appendix 2) & Individual Stress Questionnaire (appendix 3) at every annual individual appraisal or whenever they feel that this would be beneficial in supporting individual members of their team and to maintain a copy of this

- To complete an annual team stress questionnaire (appendix 5). Then if it is deemed further support is needed to address the issues arising, the questionnaire and action plan should be discussed with SSPWS and appropriate support will be given

- To make staff aware of the support available to them through the OHS and SSPWS and encourage staff members to self-refer or to make a management referral to the SSPWS

- To forward a copy of the individual stress questionnaire to SSPWS and consult for advice, where a staff member is deemed in the manager's judgement to require additional support, whether the individual wishes to progress that support or not. The manager will keep a written record, which forms part of compliance with Health & Safety legislation and then monitor the situation and if serious concerns about the individual's health and well-being and the ability to fulfil their job role continue, then further action must be taken in consultation with HR

- To refer staff members to OHS & SSPWS when prompted by the Attendance Line that there is a mental health or other issue that would benefit from their support

- To understand that when a staff member returns to work after absence that it may take time to re-establish routines and that it may be necessary to modify hours or duties on a temporary or even on a permanent basis. When this is deemed necessary advice should be s be sought from OH and HR

- Will ensure that staff who are absent from work due to stress are supported through the managing of sickness and absence process (see Managing Sickness & Absence Policy)

8.5   Employees

Employees also have a critical role to play in the elimination and/or the reduction of workplace stressors and need to:

- Be familiar with this policy and associated policies that help to support employees whilst at work

- Learn to recognise signs and symptoms of stress and the effect it has on attitudes and behaviour (see dignity at work policy and procedure) and take appropriate action to manage these, which may include seeking support

- Be open, honest and respectful of all colleagues and managers and aim to develop mutual support networks

- Reviewing any specific training needs with line manager

- Report early to your manager 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

- Co-operate in the completion of a team / service line stress questionnaire (appendix 5) and staff surveys when requested

- Acknowledge early intervention is key in addressing workplace stressors and therefore attend OH if referred by manager

- Self-refer to OH and the SSPWS when appropriate

- Request that a stress questionnaire 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

8.6 Staff Support & Psychological Well-being Service (SSPWS)

- Will provide specialist advice and guidance to support individual employees in managing pressure at work

- Will assist managers to act on information gained from stress questionnaires

- Will support employees to remain in the workplace

- Will actively support those employees who are off sick, back into the workplace, including those who are effecting a phased return to work

- Therapists will offer appropriate psychological interventions to help lessen the effects of stress. These may be face to face, by telephone or online

- Will ensure that those employees who self-refer in confidence into the service will be provided with information about the role of the OHS and be encouraged to enrol on the Mental Health Pathway (MHP). Feedback to the OHS, managers, etc. will however is only provided with the written consent of the individual. Where consent is given, cases will be managed within the framework of the MHP

- Will participate in case management meetings concerning sickness absence, including those relating to stress and communicate trends to the HSWSC on a regular basis

- Will offer a programme of resilience training to encourage individuals and teams to learn how to understand, develop and maintain their resilience and then provide reports in relation to the effectiveness of this initiative to the HWG

- Will offer mediation / conflict resolution where a workplace relationship has broken down and is experienced as a stressor by an employee

- Will offer managers, teams and individuals appropriate guidance and support (see policy for supporting employees involved in traumatic events in the workplace including incidents, complaints, claims and inquests) in the case of a critical incident or potential traumatising / stressful event in the workplace

- Will ensure that information about the range of services they provide are well publicised throughout the Trust

  Helpful contact information
  - SSPWS, confidential contact number is **01244 397589;**
  - SSPWS, email address is staffsupport@cwp.nhs.uk
  - SSPWS intranet site

8.7 Occupational Health Service (OHS)

- Will offer advice and guidance to staff and managers as required regarding workplace stress

- Will offer support to enable an employee to remain in work and where appropriate the agreed plan of action will be shared with the line manager

- Will support individual employees on phased returns to work (see Managing Attendance Policy)

- Where appropriate will assess and triage an individual who is absent from the workplace with a stress related issue, in order to facilitate a successful return to work in conjunction with line managers

- Will work with managers to identify workplace stressors and will address concerns about stress levels in terms of reasonable adjustments

- Will participate in the MHP case management meetings concerning sickness absence, including those relating to stress and communicate trends to the HWG on a regular basis

- Will ensure that legislative and other professional standards are met in reducing the incidence of workplace stress and actively promote good health in the workplace through the activities organised by the Trust's Health & Wellbeing Officer

    Helpful contact information:
    - OHS Chester telephone number is **01244 397676;**
    - OHS Wirral telephone number is **0151 4887472;**
    - OHS Macclesfield / East Cheshire telephone number is **01625 505650**

8.8 People Services
- PS, in addition to SSPWS and OHS, will give guidance to managers on implementing the policy and in developing action plans regarding stress where necessary

- Will participate in case management meetings concerning sickness absence, including those relating to stress and communicate trends to the HWG on a regular basis

- Will ensure that SSPWS and OHS are aware well in advance, of organisational changes that are to take place within the Trust so that appropriate action can be taken to safeguard the psychological well-being of staff members affected

- Will actively encourage those employees they encounter who are experiencing work related stress, to access the SSPWS and or OHS

8.9 Health and Safety Advisor
- Will provide advice and information on all risk assessment processes and HSE initiatives

- Will advise as required on changes to work practices

- When required will offer guidance to the Trust, in conjunction with managers and Staff Side, regarding workplace inspections

8.10 Staff Side
- Will communicate to Management and/or HR any stress related issues they encounter or that are brought to their attention

- Will be available to offer advice to individual staff members and help them to access appropriate support from SSPWS and /or OHS

- Will request that a stress questionnaire is carried out for an individual or team where appropriate

8.11 Trust's Chaplaincy Services
- Will offer pastoral care and spiritual support for all staff during times of distress, irrespective of their values and beliefs

8.12 Health & Wellbeing Group (HWG)
- Will co-ordinate the effectiveness of the policy and other measures to manage stress and promote health, safety and well-being across the Trust's workforce

- Will work to establish trends regarding stressors and deliver an annual report to the Trust Board, to include recommendations based on information provided by PS, SSPWS and OHS and will then report to PODSC
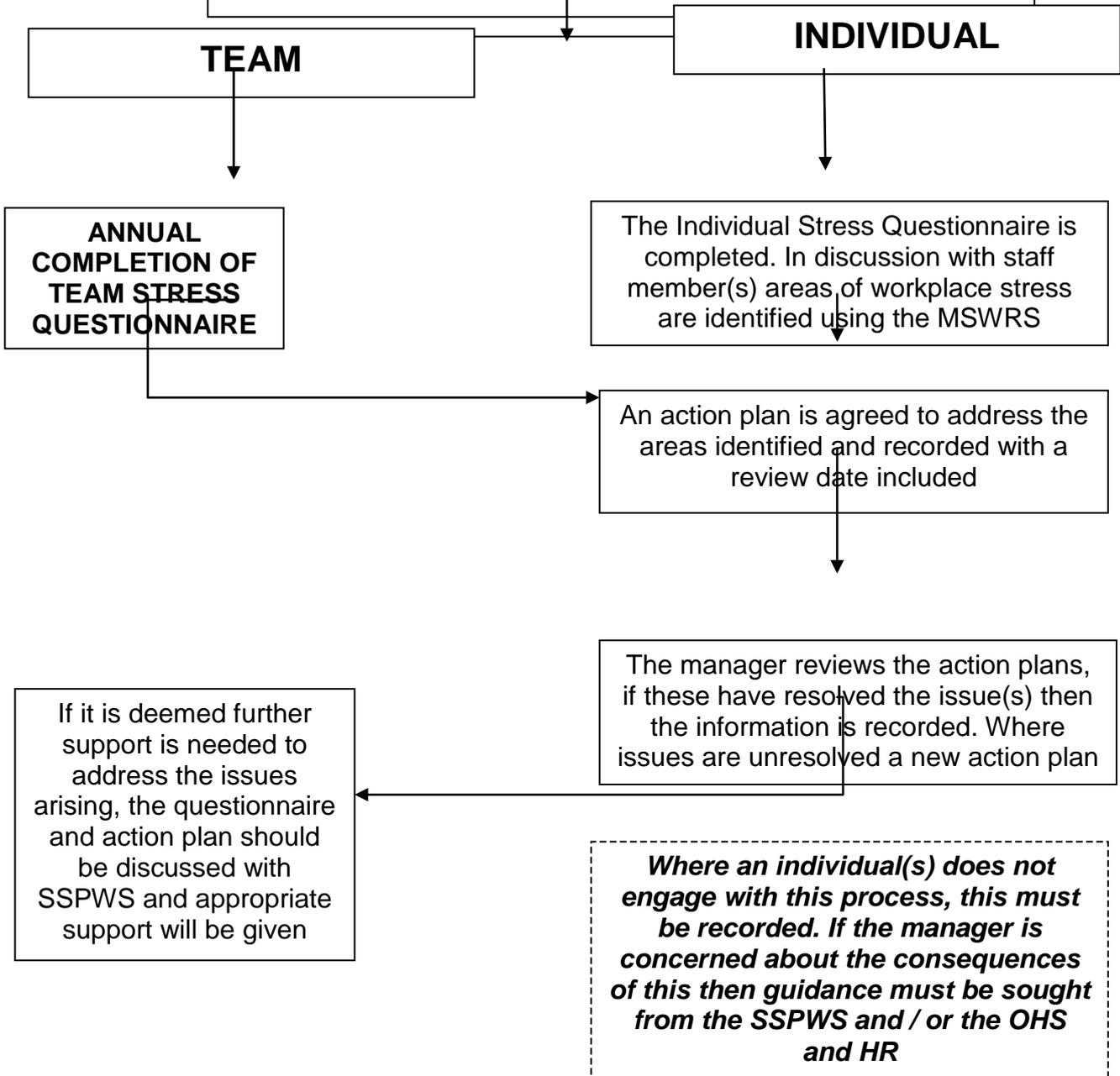
8.13 People & Organisational Development Sub Committee (PODSC)
- Will approve, continually review (including review of duties) and receive reports on the monitoring of this policy, through the evaluation of reports, work strategies and action plans as detailed in this policy

PROCEDURE FOR COMPLETING THE STRESS SURVEY & / OR STRESS QUESTIONNAIRES *when:*

- Due to experiencing stress, the staff member directly requests that work concerns are addressed
- Occupational Health have recommended that you complete a stress questionnaire with the staff member
- You are conducting a return to work interview following a period of sickness absence as a result of stress/anxiety
- You have noticed a change in the staff member's behaviour, attitude or mood

TEAM

INDIVIDUAL

ANNUAL COMPLETION OF TEAM STRESS QUESTIONNAIRE

The Individual Stress Questionnaire is completed. In discussion with staff member(s) areas of workplace stress are identified using the MSWRS

An action plan is agreed to address the areas identified and recorded with a review date included

The manager reviews the action plans, if these have resolved the issue(s) then the information is recorded. Where issues are unresolved a new action plan

If it is deemed further support is needed to address the issues arising, the questionnaire and action plan should be discussed with SSPWS and appropriate support will be given

Where an individual(s) does not engage with this process, this must be recorded. If the manager is concerned about the consequences of this then guidance must be sought from the SSPWS and / or the OHS and HR

Individual / Team Stress Survey

Sources of Stress	Questions to help identify concerns	Yes / No
Demands	Do you feel that your volume of work is usually manageable?	
	Have you had sufficient training to do your job effectively?	
	Are there any problems in your work environment?	
Control	Do you have a say in how your job is done?	
	Do you feel included in decision making in your team?	
	Do you feel that you are using your skills to their full effect?	
Support	Do you feel that you get enough support from your line manager?	
	Do you feel that you get enough support from colleagues?	
	Do you take the breaks away from your work that you are entitled to?	
	Do you feel that you have a healthy work / life balance?	
Relationships	Are you affected by any conflict in the team?	
	Are you subjected to any bullying or harassment at work?	
	Do you feel the team works well together?	
Role	Are you clear about your roles and responsibilities at work?	
	Do you feel there is contention in your role?	
	Do you understand the role of others in the team?	
Change	Are you usually made aware of any changes that are happening at work?	
	Do you understand the impact on your job on any change?	
	Do you feel supported when changes take place in the workplace?	

Appendix 3 Individual Stress Questionnaire

Service Line		Activity (Brief Description)	
Service		People affected	
Location		Date	
		Review Date	
Manager		Issue Number	

Item No	Health & Safety Executive Management Standards: Stressors	Existing issues
1.	**Demands:** Workload, work patterns, work environment, work breaks, leave periods.	
2.	**Control:** The amount of influence individuals have on the way they carry out their work.	
3.	**Support:** The encouragement, sponsorship and resources provided by the Trust, line management and colleagues.	
4.	**Relationships:** Positive, co-operative and collaborative attitudes to promote healthy relationships and avoid conflict, inappropriate behaviour and bullying and harassment.	
5.	**Role:** An understanding of the individual's role within the Trust and the prevention of contending roles.	
6.	**Change:** The management and communication of organisational change (large or small).	

Item No	Further action necessary to lessen effects	Action by
1.		
2.		
3.		
Manager's Signature		
Any other relevant stressors identified		

Appendix 4   **Guide for completing Individual Stress Questionnaire**

This stress questionnaire identifies the stressors that exist and assesses what needs to happen to reduce them. (This information may also be useful when considering stress in a team and completing the team / service line stress questionnaire (appendix7)

Health & Safety Executive Management Standards: Stressors	The 5 STEPS: How to assess the effects in the workplace	
Demands: Workload, work patterns, work environment, work breaks, leave periods **Control:** The amount of influence the individual has on the way they carry out their work **Support:** The encouragement, sponsorship and resources provided by the Trust, line management and colleagues **Relationships:** Positive, co-operative and collaborative attitudes to promote healthy relationships and avoid conflict, inappropriate behaviour and bullying and harassment. **Role:** An understanding of the individual's role within the Trust and the prevention of contending roles **Change:** The management and communication of organisational change large or small) **Lessening of effects:** ultimately this will depend on the effectiveness of the solutions that are initiated	**STEP 1**	**Ascertain the nature of the stressors**: specific to the work concerns of the employee
	STEP 2	**Identify who might be affected and how;** *when:* • The staff member directly requests that work concerns are addressed • Occupational Health have recommended that you complete a stress questionnaire with the staff member • You are conducting a return to work interview following a period of sickness absence • You have noticed a change in the staff member's behaviour, mood or performance **REMEMBER:** • Work-related stress can affect any member of your team, even though some staff members may appear to cope better with work pressure than others • At particular times, staff members may be more vulnerable to work-related stress. For example, those returning to work after a stress-related illness, or those who have experienced a personal or family problem, such as bereavement or relationship breakdown • Successfully dealing with the source of work-related stress requires a collaborative and transparent approach
	STEP 3	**Evaluate the effects:** Identify the consequences if the staff member continues to experience problems, both short and long term on: • Patient care • The individual staff member • The team (e.g. one colleague absent for an extended period with a stress-related illness can have a substantial impact on the workload and morale of the rest of the team)
	Step 4	**Study the Management Standards to ensure that best practice is being adhered to and consider whether staff members:** **DEMANDS** • Are generally able to cope with the demands of their job e.g. employees are given adequate and achievable goals in relation to their agreed hours of work • Have easy access to local systems that address any individual concerns • Skills and abilities are matched to the job demands • Job plans are designed to be within their capabilities **CONTROL** • Have agency about the way in which their job is done

		• Have control over their pace of work • Are encouraged to use their skills and initiative to undertake their work • Are encouraged to develop the necessary skills to carry out new and challenging pieces of work • Are encouraged to develop their skills • Have some agency over when breaks can be taken • Are consulted about their work patterns **SUPPORT** • Receive adequate information and support from their colleagues and supervisors • Are adequately supported by policies and procedures • Are in a position to and encouraged to support their colleagues • Are familiar with what support is available and how and when to access it • Know how to access the necessary resources to do their job • Receive adequate and constructive feedback **RELATIONSHIPS** • Are not subjected to unacceptable behaviour, bullying or harassment from others and that policies and procedures are in place which facilitate the reporting and investigation of such behaviours • Adopt an appreciative to others to avoid conflict and ensure fairness • Share information relevant to their work practices **ROLE** • Have access to information to enable them to understand and undertake their role and responsibilities • Are able to raise concerns about any uncertainties or concerns they have about their role and responsibilities **CHANGE** • Are provided with timely information to enable them to understand the reasons for proposed changes • Are adequately consulted on organisational changes and opportunities are provided for them to discuss and influence proposals • Are aware of the probable impact of any changes to their jobs • Where necessary, are given training to support any changes in their jobs • Are aware of the timescale for changes • Have access to relevant support throughout the change process **After having considered the 5 Standards you now need to make sure that:** • The details of your considerations and actions have been recorded on the Stress Questionnaire • The information is kept readily accessible and available for reference

		- The measures undertaken to ameliorate the effects have been effectively communicated to the appropriate people - The necessary action needs is allocated to a specific person or group of people and a target date is attributed to the action - The effectiveness of the action measured and monitored
	STEP 5	**Review your assessment with the staff member/s on a regular basis to ascertain if the actions initiated are still effective**

Appendix 5   Team Stress Questionnaire

Area		Manager		Date	
Sources of workplace stress		Description of workplace stress factors including any identified effects. Please indicate in the box on the right hand side the impact of stress on the team, graded in severity from 0 = no impact / 10 = severe impact. Continue overleaf where necessary.			
Demands: Workload, work patterns, work environment, work breaks, leave periods.					
Control: The amount of influence the individual has on the way they carry out their work.					
Support: The encouragement, sponsorship and resources provided by the Trust, line management and colleagues.					
Relationships: Positive, co-operative and collaborative attitudes to promote healthy relationships and avoid conflict, inappropriate behaviour and bullying and harassment.					
Role: An understanding of the individual's role within the Trust and the prevention of conflicting roles.					
Change: The management and communication of organisational change (large or small).					

ACTION PLAN TO ADDRESS ISSUES RAISED

	Description of actions agreed to address issues raised by the team	To be actioned by
1		
2		
3		
Manager's signature		

Appendix 6   **Potential management actions to address the 6 HSE stress factors**

Stress factor	Possible Management Actions
Demands	- Revise job priorities - Set more realistic timescales - Readjust workload to avoid conflicting demands - Provide relevant training - Ensure appropriate resources are available to complete tasks
Control	- Ensure involvement of staff member in planning workload - Delegate responsibilities and decision making - Co-construct objectives and ensure participation in assigning tasks
Support	- Make use of relevant policies to support staff members - Ensure staff members are aware of available support - Be appreciative, praise, encourage and provide constructive feedback - Be regularly available for staff to talk to - Ensure staff feel free to speak out about concerns
Relationships	- Be appreciative and focus on the positive - Adopt a collaborative approach - Foster healthy Team relations by encouraging honest, but respectful communication - Arrange social events / away days as appropriate - Alert staff members to the Trust policies on bullying and harassment - Arrange 1 to 1 meetings with staff as necessary
Role	- Ensure staff members understand their role and responsibilities - Keep Team informed of what is happening in the wider organisation - Ensure requirements of staff members are clear and reasonable - Ensure systems are in place for staff members to raise any concerns about uncertainties or conflicts they have around their role and responsibilities
Change	- Ensure adequate consultation takes place with staff members - Ensure regular 2 way communication takes place regarding changes - Put in place access to relevant support as necessary during the change process