

<b>STRESS MANAGEMENT POLICY</b>	<b>Policy Register No: 05009</b> <b>Status: Public</b>
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Developed in response to:	Best Practice
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<b>Consulted With:</b>	<b>Post/Committee/Group:</b>	<b>Date:</b>
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## **Index**

- 1. Purpose**
- 2. Introduction**
- 3. Scope**
- 4. Definitions**
- 5. Health and Safety Executive Management Standards**
- 6. Role and Responsibilities**
- 7. Identifying and recognising Stress**
- 8. Management of Staff Suffering from Work-Related Stress**
- 9. Supporting Staff through Traumatic and Stressful Events**
- 10. Process for Identifying Workplace Stressors**
- 11. Departmental Stress Risk Assessments**
- 12. Individual Stress Risk Assessments**
- 13. Managing Change**
- 14. Monitoring**
- 15. Equality and Diversity**
- 16. Communication**
- 17. References**
- 18. Appendices**

- Appendix 1 Individual Stress Risk Assessment
- Appendix 2 Recognising the signs of stress in yourself and others and where to go for help
- Appendix 3 Management referral form
- Appendix 4 Flow chart for the management of work related stress
- Appendix 5 Guidance for Managers-handling a case of work related stress
- Appendix 6 Departmental Stress Risk Assessment
- Appendix 7 Individual Workplace Stress Identification Form

## **1.0 Purpose**

1.1 The purpose of the policy is:

- To describe the Trust's approach to the management of stress
- To define the key responsibilities in relation to the management of stress
- To ensure that systems are in place to identify stress and also to ensure that staff members are fully supported

1.2 The Trust is committed to promoting a good, supportive climate and healthy working culture, where stress is not seen as a personal weakness, and where employees experiencing stress or mental health problems can access appropriate support.

1.3 The Trust is also committed to supporting employees in achieving a healthy work-life balance and to supporting staff who have experienced traumatic or distressing events.

## **2.0 Introduction**

2.1 The Trust recognises that the current environment within the NHS is pressurised and challenging. The Trust is committed to caring for the health and safety of its employees.

2.2 Work-related stress is a major cause of occupational ill health. The Trust recognises that research has shown work-related stress to have adverse effects for organisational efficiency in terms of:

- Employee commitment to work
- Staff performance
- Staff turnover and intention to leave
- Attendance levels
- Staff recruitment and retention

2.3 Managing stress effectively could help organisations, their employees and their representatives minimise the impact of work-related stress.

2.4 The Trust is committed to meeting its legal obligations in regard to the management of stress.

2.5 This includes:

- Management of Health and Safety at Work Regulations 1999. These regulations require the Trust to assess the risk of stress-related ill health arising from work activities
- Health and Safety at Work etc. Act 1974. This act imposes duties on the Trust to take measures to control that risk

## **3.0 Scope**

3.1 This policy will apply to all employees working for the Trust including bank, locum, visiting healthcare workers and volunteers.

## 4.0 Definitions

### 4.1 Stress

4.1.1 The definition of stress that the Trust has adopted is that used by the Health and Safety Executive (HSE):

4.1.2 *'Stress is the adverse reaction people have to excessive pressure or other types of demand placed on them.'*

### 4.2 Stressors

4.2.1 The common term for these excessive pressures or demands is 'stressors' and a person's reaction to a stressor is termed a 'stress response'.

4.2.2 However there is a clear difference between stress and pressure: the former can be detrimental to health; the latter, if managed correctly, can be positive, challenging and motivating in the workplace.

### 4.3 Risk Assessment

4.3.1 Risk Assessment is the process used to evaluate the hazard/risk and to determine whether precautions are adequate or if more should be done.

## 5.0 Health and Safety Executive Management Standards

5.1 The Trust will use the Health and Safety Executives Management Standards for Work Related Stress (MSWRS) to assist in the reduction of workplace stress. The HSE MSWRS identify the following six key potential stressors at work that, if properly managed proactively, can help to reduce work-related stress:

- **Demands** – This includes issues such as workload, work patterns and the work environment
- **Control** – such as how much say the person has in the way they do their work
- **Support** – this includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues
- **Relationships** – this includes promoting positive working to avoid conflict and dealing with unacceptable behaviour
- **Role** – such as whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles
- **Change** – such as how organizational change (large or small) is managed and communicated in the organisation

## 6.0 Roles and Responsibilities

### 6.1 The Health and Safety Group

The Health and Safety Group reports to the Patient Safety Quality Committee on a bi-monthly basis and is responsible for reviewing and receiving reports on, and monitoring compliance in relation to work related stress within the Trust. The group are also responsible for monitoring compliance with annual departmental stress risk assessments.

## 6.2 Health and Wellbeing Group

The Health and Wellbeing group reports to the Health and Safety group and are responsible for:

- Providing assurance on the Trust's performance with relation to the promotion of Health and Wellbeing to the wider MEHT community.
- Ensuring that the principles of The Get Healthy...Stay Healthy campaign are delivered in a way that reflects good practice and that the objectives of the Trust's Health and Wellbeing Strategy is communicated to all Trust staff and the wider MEHT Trust community and to review and scrutinise the Trust's performance against the commitments set out in the Trust's Health and Wellbeing strategy.
- Ensuring the effectiveness of Trust policies on health and wellbeing and to oversee, monitor and report on the aspired outcomes as set out in the relevant documents and review any new and updated health and wellbeing policies, guidance and legislation and ensure they are communicated effectively throughout the Trust.
- Reviewing and scrutinising the five actions as agreed taken from the NICE Guidance NG13 relating to staff health and wellbeing improvement and promoting a culture that strives to continuously improve the Trust's commitment to health promotion and supports the delivery of health and wellbeing initiatives.

## 6.3 The Managing Director

The Trust's Managing Director has overall responsibility, for the health, safety and welfare of all Trust staff in line with the Health and Safety at Work Act (1974). The Chief Executive will ensure that this policy is effectively implemented and supported by Directors and Managers.

## 6.4 The Director of Nursing

The Director of Nursing will delegate responsibility for implementation and monitoring of this policy to Heads of Nursing, Matrons and the Occupational Health Department.

## 6.5 Line Managers

6.5.1 All line managers are responsible for:

- Ensuring good communication between management and staff, particularly where there are organisational and procedural changes
- Undertaking appraisals and identifying issues that could be potential stressors that require action
- Ensuring employees have received appropriate training to enable them to fulfil their duties effectively and efficiently
- Ensuring employees are provided with meaningful development opportunities
- Monitoring the workloads within their area to ensure employees are not overloaded
- Monitoring contracted hours and overtime to ensure that staff are not overworking
- Monitoring annual leave to ensure that individual leave requirements are used equitably and within the leave year

- Ensuring that bullying and harassment is not tolerated within their jurisdiction, in line with the Trust's bullying and harassment policy
- Providing support to any employee who is being subjected to abusive or aggressive behaviour from a member of the public
- Providing support to an employee who is experiencing non-work related stress for example bereavement or social
- Undertaking return to work interviews following sickness absence to establish if any stress-related problems are responsible for the absence
- Encouraging open discussion of 'sources of pressure' at team meetings
- Completing a departmental stress risk assessment at least annually, allocating actions and forwarding a copy to the Health and Safety department for central recording, and to Occupational Health Manager for reviewing the assessment
- Managing implementation of the action plan and specific interventions as indicated by the risk assessment
- Ensuring thorough the departmental induction process that all employees are aware of Trust initiatives, support programmes and events held that relates to the improvement of their personal health and wellbeing
- Referring where necessary all employees experiencing stress-related symptoms for further help, advice and support to either the Occupational Health department, staff counselling service or their own GP.
- Completing an individual stress risk assessment on all individuals identified to be experiencing stress and the development of agreed action plans

## 6.6 All Employees

6.6.1 All employees have a responsibility to protect their own health and safety and that of their colleagues. This includes:

- Minimising excessive pressures and demands on themselves and others by behaving responsibly and acting reasonably
- Raising any concerns about excessive pressure, both work-related or from external factors, with their line manager, or occupational health. This can be done by informal discussion and completion of an individual stress risk assessment see **Appendix 1**
- Recognising and managing external issues that may impact and take steps to minimise the impact on work by using the appropriate Trust policies
- Ensuring that they identify where training and developmental needs or other appropriate support may be required in order to meet the demands of their job
- Contributing positively to the appraisal process and to use it as a tool to communicate any concerns to their manager
- Accept opportunities for counselling when recommended
- Recognising the early signs of emotional distress or behaviours likely to lead to ill health from work related stress in colleagues, offering support and encouraging discussion with their manager and/or referral to the Occupational Health Department
- Ensuring that they are familiar with the stress policy and participate in the stress risk assessment process when asked
- Participating in the completion of an individual stress risk assessment tool when recommended
- Highlight to manager if unable to participate in any Trust initiatives, support programmes and events that relates to the improvement of their personal health & wellbeing

## **6.7 Human Resources Department**

6.7.1 The Human Resources Department (HR) has a key role in supporting the implementation of this policy and monitoring its effectiveness by:

- Giving guidance to and supporting managers in implementing the stress management policy
- Advising managers and individuals on training requirements
- Monitoring indicators of staff well-being throughout the organisation and reporting those back to management and employees
- Working with directorates to address any issues raised through sickness absence management
- Provide continuing support to managers and individuals in a changing environment and encourage referral to Occupational Health and Psychotherapy Departments

## **6.8 Occupational Health Service**

6.8.1 The Occupational Health Department is key to ensuring that all members of staff are supported. The service will:

- Provide specialist advice and support to employees who have either been referred to Occupational Health or for those who have made a self-referral
- Provide advice to managers on the effect of work on health and making recommendations relating to the employees return to work following a period of sickness absence
- Direct whenever appropriate to workplace counselling services or refer to specialist agencies as required
- Reviewing all submitted departmental/individual stress risk assessments to gather intelligence on work place stressors and to report to Health and Safety Group
- Support managers in implementing stress risk assessments
- Provide stress awareness training to staff and managers
- Monitor and review the effectiveness' of measures to reduce stress
- Initiate proactive health promotion and involve initiatives to prevent stress within the Trust
- Advise the Trust management on developments in guidance and practice related to the prevention and management of stress

## **6.9 Health and Safety Manager**

6.9.1 The Health and Safety Manager is responsible for:

- Ensuring that the departmental stress risk assessments are undertaken and reviewed annually by managers
- Ensuring that the departmental stress risk assessments are recorded centrally following submission by managers

## **6.10 Health and Safety Group**

6.10.1 The Health and Safety Group are responsible for:

- Monitoring and ensuring that the policy is implemented within whole Trust
- Consider the results of monitoring initiatives for measures to reduce stress and promote workplace health and safety
- Monitor the action plans where workplace stressors have been identified

### 6.11 Union Representatives

- Must be meaningfully consulted on any changes to work practices or work design that could precipitate stress
- Must be able to consult with members on the issue of stress including conducting any workplace surveys
- Must be meaningfully involved in the risk assessment process
- Should be allowed access to collective and anonymous data from HR
- Offer support to individuals who may have stress related issues

### 6.12 Spiritual Care and Chaplaincy Team

- The Spiritual care and chaplaincy team are able to provide listening, pastoral and spiritual support for personal, domestic and work related issues. This confidential resource can be used to reflect on any issues at an early stage
- The Faith Centre also provides a quiet space for staff to use as a break from their day for reflection, relaxation, meditation/mindfulness, or worship (whatever the faith or belief)

### 6.13 Psychological Therapies Service

- The Staff Counselling Service is provided by the Psychotherapy and Counselling Services Department within the Trust
- The confidential counselling service is available, free of charge, to all individuals who are affected by workplace stress or personal problems
- All Trust employees may receive up to six free sessions free of charge for MEHT staff. This service is accessible by self-referral. The Occupational Health Service will recommend staff members access the Staff Counselling Service where appropriate, and will provide details. Managers should allow reasonable time during normal working hours for individuals to attend counselling appointments. Further details on other resources are available from the Occupational Health Service
- Where appropriate, the Psychotherapy and Counselling Service will work with groups of staff around an issue, event, or patient that may be causing particular stress to staff
- The Psychotherapy and Counselling service will provide a quarterly report to the Occupational Health Service on the number and reasons for referral by directorate. This will then be reported to the HR Workforce group and Trust Health and Safety Group

## 7.0 Identifying and Recognising Stress

7.1 It is recognised that individuals have different strengths and weaknesses and differing abilities to cope with pressure. These differing responses can make it difficult to determine an individual's susceptibility to work-related stress. Common psychological, physical and behavioural signs of stress include poor concentration, irritability, headaches, insomnia and increased sickness absence.

7.2 **Appendix 2** '*Recognising the signs of stress in yourself and others*' contains information on the signs, symptoms and behaviours that a person suffering stress may exhibit.

7.3 Managers should consider the following data sources to identify whether there are any indications of workplace stress:

- NHS Staff Survey results
- Sickness absence
- Staff Turnover
- Exit interviews
- Harassment and bullying reporting or grievances
- Accidents / incidents at work
- Occupational health referrals

7.4 A manager is not expected to 'guess' if an employee is feeling stressed, however identifying changes in behaviour or performance could be an indicator and should alert them to a potential problem.

7.5 It is important to recognise the causes of excessive pressure so that they can be avoided or minimised. There may be occasions however, when the source of stress is unavoidable and in these circumstances careful management is necessary to prevent employees becoming unwell as a result.

## **8.0 Management of Staff Suffering from Work-Related Stress**

8.1 An employee may raise any stress-related issues about themselves or a colleague with any of the following:

- Their line manager
- The Human Resources Department
- Another Manager; or
- The Occupational Health Department

8.2 Once an employee reports a stress-related concern to a manager or when a manager becomes aware that an employee or staff group may be suffering from stress, then that manager must ensure action is taken to explore and address the issues raised.

8.3 The manager should listen sensitively to the employee's concerns offering support and reassurance.

8.4 Once any immediate concerns are addressed, and where appropriate, the manager should explore the issues with the employee recording relevant factors on the individual stress risk assessment form. The Trusts risk management strategy encourages proactive risk assessment to identify risks with the subsequent implementation of risk reduction measures to eliminate or minimise the likelihood of those risks occurring.

8.5 Where an employee is absent from work and is experiencing work-related stress at a level that triggers action in accordance with the Sickness Absence Policy, a referral to Occupational Health should be made. The management referral form found at **appendix 3** should be completed and sent to the OH department. The Occupational Health Team will see the employee and ensure that the manager has completed an individual stress risk assessment with the affected individual on their return to work.

- 8.6 With the full consent of the employee, the stress risk assessment form should be sent to Occupational Health and the relevant Human Resources Manager.
- 8.7 Human Resources Advisors / Managers may correspond with the employee suffering work-related stress and may take the initial lead if the individual is unable to speak to their immediate line manager. If the employee can't talk to their immediate line manager, then suggest it should be the next in line manager that takes the lead.
- 8.8 Actions to remove or reduce stress will then be discussed and implemented wherever possible.
- 8.9 Progress with any identified actions will be reviewed after an appropriate period, normally no more than one month.
- 8.10 The flowchart in **appendix 4** summarises the process of managing employees with stress. Further guidance for managers is available in **appendix 5**.

## **9.0 Supporting Staff through Traumatic and Stressful Events**

- 9.1 Line Managers are expected to support their staff through traumatic and stressful situations by offering immediate support following a stressful event. The employee should be given the details of the Staff Counselling service and a referral to Occupational Health may be required.
- 9.2 On-going support may be required for staff in certain circumstances such as: events leading to having to give evidence in court, disciplinary proceedings, investigations or allegations etc. Regular review with the individual/s should take place to ensure that the relevant level of support is in place.
- 9.3 Reference should be made to Trust policy Support for Staff (08070) following an Adverse Incident.

## **10.0 Process for Identifying Workplace Stressors**

- 10.1 It is acknowledged that stress experience is unique and personal to each individual. What is relaxing to one person may be stressful to another.
- 10.2 The Trust acknowledges that there is a need to proactively assess the risk in the work environment to ensure measures are put in place to keep stress to a minimum for all staff but also a need for individual assessment for staff who are exhibiting signs of stress.
- 10.3 This dual approach includes:
- The proactive risk assessment for stress in departments, work areas or teams – departmental stress risk assessment checklist; and
  - The individual stress risk assessment for stress in an individual – Individual stress risk assessment checklist

## **11.0 Departmental Stress Risk Assessments**

- 11.1 Managers must undertake, and review annually, a local departmental stress risk assessment for their area of responsibility. This should take into account sources of information which may identify workplace stressors. Undertaking the risk assessment will ensure factors that are

likely to cause intense or sustained levels of work-related stress are identified together with any existing controls in place.

- 11.2 The departmental stress risk assessment in **appendix 6** covers the HSE management standards and this must be used as a structure for undertaking a stress risk assessment. Where significant risks are identified, the information gathered should be reported to the relevant leads, Occupational Health and Health and Safety departments. .
- 11.3 Each department will identify the most effective way of undertaking the assessment in their workplace. Consideration should be given to the number of staff to be sampled – ensuring a representative selection of staff have an opportunity to contribute – and the most effective means of engaging staff in the process. This could be by asking staff to participate in a team meeting. Each question should be answered by the sample group of staff and an indication of whether this is a factor in the work area made. Suggested actions are then highlighted to enable the formulation of an action plan.
- 11.4 To ensure all departmental stress risk assessments are recorded centrally the completed departmental stress risk assessment must be forwarded to Health and Safety Manager either electronically via email, then this will be recorded centrally. The risk assessment must be reviewed annually (at minimum) or sooner if concerns are raised about stress in the workplace.
- 11.5 If the stressors are not clear after completing this assessment, advice should be sought from the Human Resources, Occupational Health or Health and Safety Departments

## **12.0 Individual Stress Risk Assessments**

- 12.1 Once a manager has identified that an individual is suffering with symptoms of stress they should make time to discuss with the employee the perceived cause of their stress and whether it is related to work or non-work issues.
- 12.2 If an individual feels they are experiencing work-related stress, they should complete the Individual workplace stress identification form in **appendix 7** .This form acts as a mechanism for individuals to focus upon what they believe is causing their stress and prompts action to be taken at a departmental level. Once completed the individual should then liaise with their line manager to discuss the issues and arrange for a further stress risk assessment to be undertaken using the Individual stress risk assessment form found in appendix 6.
- 12.3 If the individual feels that their line manager is contributing to their work-related stress then the individual should approach another senior member of the team to assist with the completion of the stress risk assessment.
- 12.4 Where a manager is unaware that an employee is experiencing work-related stress and an employee has a sickness episode in which stress has been identified as the causative factor a stress risk assessment must be completed upon their return to work.
- 12.5 Where the risk assessment identifies ongoing concerns as expressed by the manager or member of staff, a referral to the Occupational Health department must be made together with the completed stress risk assessment document. In cases relating to work-related stress an appointment with the Occupational Health department may not be issued without the completed assessment.

- 12.6 A review appointment with the Occupational Health team will be given one month after the initial consultation to determine whether or not effective action has been taken in the workplace. If not, the Human Resources department will be informed to enable them to identify whether any management performance or employee relations issues are present. This information can then be triangulated with attendance management, retention issues and bullying and harassment problems to determine whether or not there are any identifiable areas of concern within the Trust which require further exploration.
- 12.7 All Trust staff affected by workplace stress have access to a confidential staff counselling service. The counselling service is audited and an annual report is produced which contains information on numbers attending and reason.
- 12.8 Staff should be encouraged to explore other spaces/resources within the Trust that would assist in a more beneficial work pattern e.g. The arboretum, Faith Centre etc.

### **13.0 Managing Change**

- 13.1 The Trust recognises that there are significant effects on employees when organisational change takes place.
- 13.2 The uncertainty of prospective change and changes to roles as a result of reorganisation can pose particular difficulties. Managers should ensure employees are kept informed of impending changes and what the effect that these changes may have on workload or the working environment. Managers in these circumstances should take detailed advice from HR and refer to the Group Organisational Change Policy (07062).
- 13.3 Employees should feel able to approach managers with questions relating to changes that are being considered and able to voice concerns or offer suggestions to minimise any negative impact.

### **14.0 Monitoring**

- 14.1 An audit of compliance with the policy requirements will be undertaken on a four monthly basis by the Occupational Health Manager in accordance with the Clinical audit Strategy and Policy. This will include review of individual stress risk assessments undertaken.
- 14.2 The audit will assess the key criteria below.

<b>Management and self-referrals</b>
Number of referrals to OHD for stress related issues
Number of referrals to OHD for work related stress
Number of referrals to OHD for personal related stress
Whether the referral is made by management or a self-referral
Which directorate the referrals come from
Report numbers of sickness absence under S10 anxiety/stress depression or other psychiatric illnesses
Staff counselling activity
Report on departmental stress risk assessment compliance

- 14.3 The findings of the audit will be reported to the Health and Safety Group and the Health and Wellbeing Group who report on the stress indicators to the Workforce Strategy Group.

- 14.4 Where any stressors are identified, an action plan with timescales will be developed and implementation of actions will be monitored by the Health and Safety Group. The action plan will include a plan for dissemination of findings to appropriate staff.
- 14.5 The report will be circulated to Senior Management Group, Divisional Directors, Associate Directors of Nursing, Matrons, Heads of Department and JCNC as appropriate for information and further action where indicated. Progress with any local actions will be monitored at appropriate governance meetings.
- 14.6 The Health and Safety manager will report at the Health and Safety Meeting and Patient Safety Control Council via the bi-monthly Health and Safety Report, at every clinical governance Group meeting via the Health and Safety Dashboard (monthly), at every Senior Management Group meeting via the Safety and Quality Report (monthly) and also in the Health and Safety Annual Report.

## **15.0 Equality and Diversity**

- 15.1 The Trust is committed to ensuring equality; diversity and inclusion are fully embedded throughout the organisation. Respect and care will be given so that work patterns and practices make due regard to specific equality and diversity issues e.g. Staff needing time for religious observance, the allocation of shifts and leave where this impacts single parents, access and communication issues for staff with disabilities.

## **16.0 Communication**

- 16.1 This Policy will be available on the Trust intranet and internet and be readily available in hard copy for members of staff accessing Occupational Health Services if required.
- 16.2 *Staff Focus* will make reference to the revision of the Policy, with a link to the document.

## **17.0 References**

The Health and Safety at Work Act etc. Act 1974

Management of Health and Safety at Work Regulations 1999

### GUIDANCE NOTES: INDIVIDUAL STRESS RISK ASSESSMENT

This type of risk assessment should be carried out when a member of staff, diagnosed with stress-related illness such as anxiety or depression, returns to work. It may also be used when a member of staff makes it known that he/she is experiencing stress in the workplace, but it has not got to the stage where absence from work has resulted.

It should be used to assess the risks in respect of an individual member of staff and how the following affect him / her:

1. The job in general
2. A particular task within the job
3. The locations(s) environment in which the job is carried out

The Line Manager or HR Adviser must carry out the assessment and must not delegate the task. However, in some cases it may be that the Line Manager is discovered to be, or perceived to be, part of the problem. In that case the procedures already in place (for example mediation or grievance procedures) to deal with this situation will be followed.

This guidance along with the Stress Risk Assessment form should be sent to the member of staff in plenty of time before the date of the assessment.

- If the subject of the assessment is one or any combination of points 1 – 3 above, observations and comments of the member of staff should be taken into account
- Each section on the form must be carefully considered
- On completion of the assessment the Line Manager should retain a copy; a copy should also be given to the individual staff member
- If referral to the Occupational Health Department is recommended then a copy of the assessment should accompany the Management Referral Form.
- The Line Manager must arrange to meet again with the member of staff to ascertain if there has been any improvement within a timescale commensurate with the circumstances, but no longer than 2 months later.

**INDIVIDUAL WORKPLACE STRESS RISK ASSESSMENT**

Name of Individual:	Department:	Job Title:
Line Manager:	Date of Assessment	Review Date:

Stress Categories	Yes	No	Partly	Actions to put in place / Notes of actions taken
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<p><b>DEMANDS</b></p> <ol style="list-style-type: none"> <li>1. Is the individual able to cope with the demands of their job?</li> <li>2. Do they have adequate and achievable demands in relation to the agreed hours of work?</li> <li>3. Do their skills and abilities match to the job demands?</li> <li>4. Is their job aligned to their capabilities?</li> <li>5. Are the employees concerns about their work environment?</li> <li>6. Are they subject to work demands from different groups that are hard to combine?</li> <li>7. Is the work boring, monotonous or unchallenging?</li> </ol>				
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<p><b>DEMANDS – PHYSICAL &amp; ENVIRONMENTAL</b></p> <ol style="list-style-type: none"> <li>1. Does the role involve excessive physical demands such as heavy lifting; standing for long periods of time?</li> <li>2. Is the work repetitive?</li> <li>3. Is the work environment appropriate / adequate / comfortable?</li> </ol>				
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<p><b>CONTROL</b></p> <ol style="list-style-type: none"> <li>1. Are they able to have a say about the way they do their work?</li> <li>2. Do they have control over the pace of their work?</li> <li>3. Do they use their skills and initiative to do their work?</li> <li>4. Are they encouraged to develop new skills to help them undertake new and challenging pieces of work?</li> <li>5. Do they have opportunity to develop their skills?</li> </ol>				
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6.	Do they have a say over when breaks can be taken?				
7.	Are they consulted over work pattern				
<b>Stress Categories</b>		<b>Yes</b>	<b>No</b>	<b>Partly</b>	<b>Actions to put in place / Notes of actions taken</b>
<b>SUPPORT</b>					
1.	Do they receive support from their line manager / supervisor?				
2.	Do they receive support from their colleagues?				
3.	Do they know what support is available, to hand and how to access it				
4.	Do they know how to access the required resources to do their job?				
5.	Do they receive regular constructive feedback?				
6.	Have they had an appraisal in the past 12 months?				
	Do they require additional training to undertake their role?				
<b>RELATIONSHIP</b>					
1.	Are they subjected to unacceptable behaviour at work? E.g. bullying and harassment?				
2.	Are they the subject of any conflict at work?				
3.	Can they share information relevant to their work with anyone?				
4.	Do they know about the Trust policies on harassment, discrimination, managing attendance etc				
5.	Do they know how to report unacceptable behaviour?				
6.	Do they feel able and encouraged to report unacceptable behaviour?				
<b>ROLE</b>					
1.	Do they understand their role and responsibilities?				
2.	Do they know how to go about getting their job done?				
3.	Are the different requirements placed upon them compatible?				
4.	Do they have an up to date job description?				
5.	Are the requirements contained within the job description clear?				
6.	Do they feel able to raise any concerns about any uncertainties or conflicts they have in their role and responsibilities?				

	Stress Categories	Yes	No	Partly	Actions to put in place / Notes of actions taken
	<b>CHANGE</b>				
1.	Does the organisation engage them frequently when undertaking any changes?				
2.	Do they feel they are provided with information to enable them to understand the proposed changes?				
3.	Do they feel the Trust consults with them appropriately and provide them with the opportunity to influence proposals?				
4.	Do they feel they are given training to support any changes in their jobs?				
5.	Are they aware of any timetables for changes?				
6.	Do they have access to relevant support during such changes?				
7.	Do they feel able to freely express any concerns?				

	<b>OTHER</b>				
1.	Are there any other issues / stressors eg difficulties at home, unexpected life changes				

**Additional Comments:**

Signed (Employee)

Signed (Manager)

Date :

**A completed stress risk assessment must be forwarded to Occupational Health when making a Management Referral**

## Recognising the signs of stress in you and others and where to go for help

### What to Look for in Yourself

#### Physical Signs

Headaches  
Tension  
Indigestion  
Breathlessness  
Rashes  
Frequent Colds  
Recurrence of previous illness  
Sleep disturbances  
Dizziness  
Dry mouth

#### Mental Signs

Inability to concentrate  
Worrying  
Mistakes  
Muddled thinking  
Persistent negative thinking  
Nervousness

#### Emotional Signs

Irritability  
Tension  
Moodiness  
Alienation  
Dissatisfaction  
Tearful  
Anxious  
Withdrawal

#### Behavioural Signs

Unsociability  
Restlessness  
Lying  
Reckless driving  
Increased drinking or smoking  
Change in appetite

### What to Look for in Others

#### Work Performance

Inability to concentrate  
Loss of enthusiasm  
Declining / inconsistent performance  
Failing to take annual leave  
Accidents

#### Withdrawal

Reluctance to give or offer support  
Arriving late and leaving early  
Extended lunches  
Absenteeism

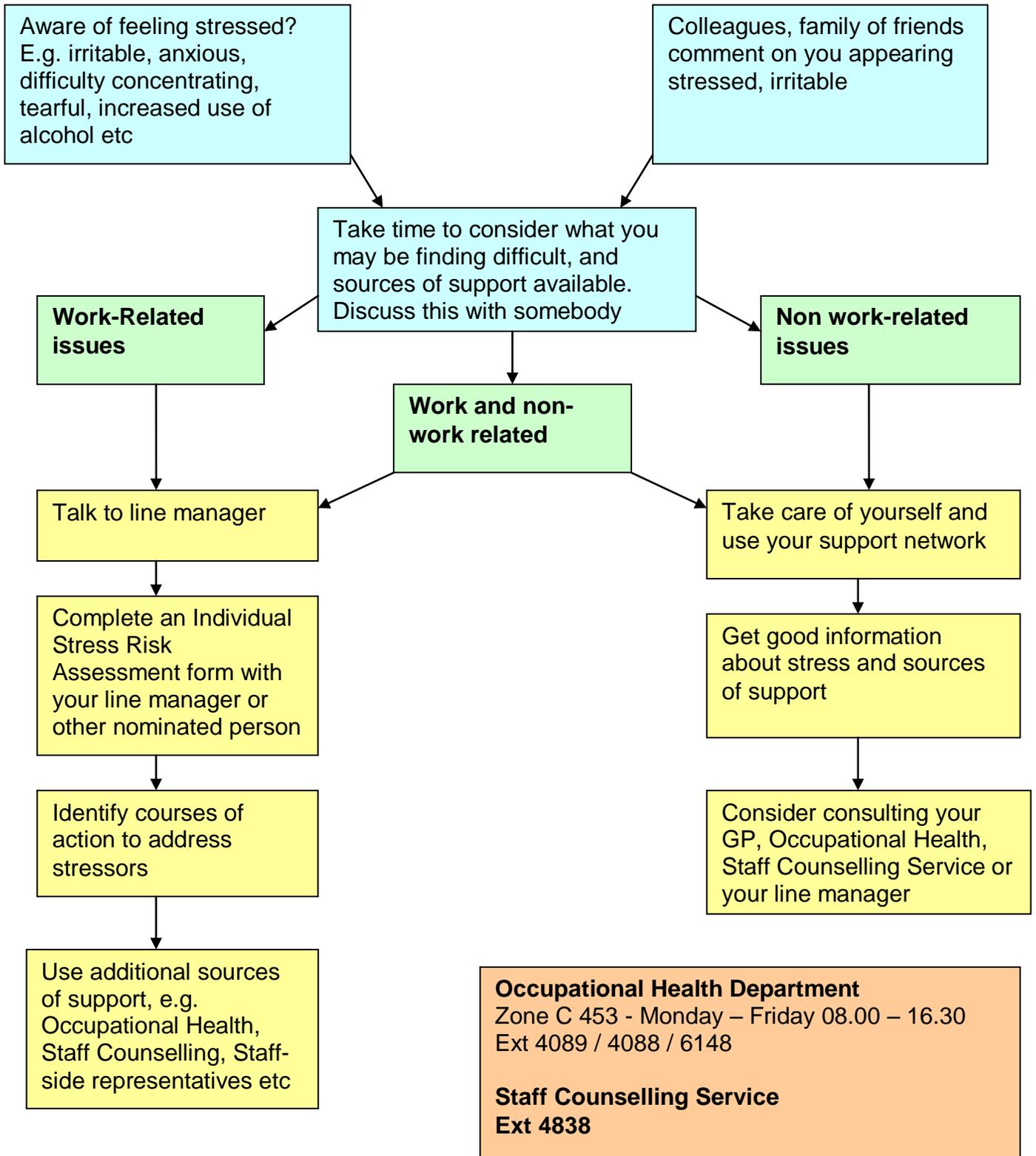
#### Emotional Behaviour

Crying  
Aggressive behaviour  
Over-reaction to problems  
Sudden mood changes  
Irritability / moodiness

#### Relationships

Criticism of others  
Lack of co-operation  
Marital or family difficulties  
Poor employee relations

## Stress – Where to go to for help



MANAGEMENT REFERRAL FORM – OCCUPATIONAL HEALTH			
Managers Name:		Job Title	
Department:		Site:	
Ext No:		Email:	
Date:		Bleep No:	

I am referring the following person to you for assessment. I have discussed this with the staff member in person / by phone YES / NO

Please note: Under the Date Protection Act 1998, employees may request access to their Occupational Health records

1. Employee Details – Please complete ALL information			
Name:		DOB:	
Department:		Site:	
Job Title:		Hours of Work:	
Days / Nights / Shift Pattern (Please give details) -			
Home Address:			
Home Telephone Number:		Mobile Number:	

2. Job Details			
No. of years in present role:		No of years with organisation:	
Supervisor of Staff:		Regular Contact with the Public	
Are there any ongoing issues being formally / informally addressed?		If Yes, Please give details	

This post involves					
Exposure Prone Procedures		Carcinogens		Blood or Biological Agents	
Display Screen Equipment		Driving		Lone Working	
Respiratory / Chemical Sensitisers		Noise / Vibration		Moving and Handling	
Confined Space Working		Other		Please state:	



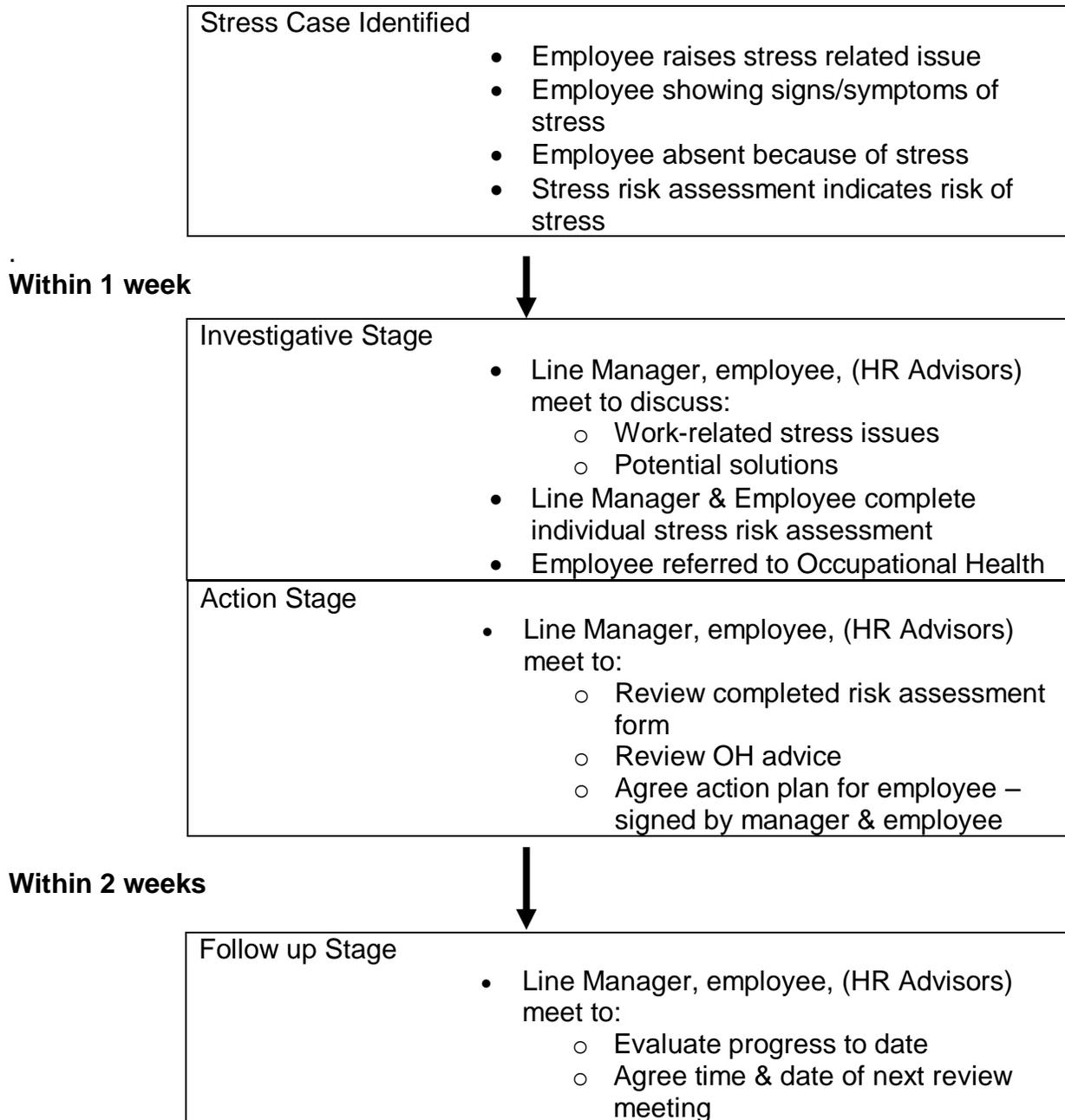
or if the individual has become injured whilst at work?		
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<b>7. Referral Questions</b> (I would like Occupational Health guidance on the following)		<b>Please tick here</b>
<b>These have been discussed with the individual</b>		
7.1	Is there an underlying health condition for this attendance record performance?	
7.2	Is there evidence that the work or workplace is contributing to their sickness absence / performance?	
7.3	Is there any additional help / treatment you could recommend?	
7.4	When is he / she likely to return to work?	
7.5	Will there be any restrictions on carrying out his / her duties from now or when they return to work?	
7.6	Is this person suitable for night work (Working Time Regulations)?	
7.7	In your opinion should they be able to provide reliable and consistent attendance from now on?	
7.8	Are there any modifications that could be made to the work or workplace to assist this employee? If Yes a) specify and give advice b) how long should these restrictions continue?	
7.9	Will it be beneficial to consider a phased return to work? If Yes, please advise what your recommendations are	
7.10	Is there a need to seek alternative employment? (If Yes, have you any specific recommendations you wish to make about this e.g. no manual handling, lifting etc)	
7.11	If considered unfit to return to work in the foreseeable future, would you recommend retirement on health grounds, if the employee is eligible under the pension scheme?	
7.12	Is this person suitable for temporary redeployment?	
7.13	If you have any additional specific questions please state below	

<b>8. Signature of Referring Manager</b>
Referring Manager:
Date:

<b>9. Signature of Employee</b>
I understand that a response to the above questions will be forwarded to the referring Manager and copied to the HR Manager / *and a copy sent to me at my home address. (Delete as appropriate)
Employee Signature:
Date:

### Flowchart for the management of work related stress:



## Guidance for Managers – Handling a case of Work Related Stress

As with any health problem, stress needs to be handled with sensitivity. An individual may be concerned that by telling their manager that they feel stressed may amount to an admission that they are not 'up to the job'. You should reassure the individual and arrange to speak to them privately about their concerns. Please refer also to the Stress Identification and Referral Flowchart for Managers reproduced below.

Generally a stress related case will be brought to your attention in one of the following ways:-

- The individual raises a stress related issue with you.
- Your raise concerns that an individual maybe showing signs of stress.
- The individual is off sick with a potential stress related condition.

There are five main stages in dealing with a stress related case.

### Stage One: Listening

Listening to the individual's concerns; offering a sympathetic ear and giving reassurance may be all that is needed in some cases. Alternatively, you may become aware that the problem is more serious, in which case you need to take advice from the Occupational Health or HR department.

### Stage Two: Exploration and Risk Assessment

Explore the areas that are causing stress, focussing in the first instance on performance at work. The individual stress risk assessment tool (appendix 5) will provide you with a basis for this.

Talk to the individual about any suggestion he/she may have to address the situation in relation to work and discuss the options. It is possible that this may lead on to issues outside work if the individual feels able to raise them.

Listen and be supportive. In some cases you may feel a specialist professional would be better able to help, and it may be appropriate to direct the individual to the Staff Counselling Service. If counselling is required the individual can have up to 6 sessions. Please be aware that there is a waiting list for staff counselling and an appointment may not be available for a number of weeks.

### Stage Three: Actions

You may discuss and agree a number of actions with the individual to help remedy their problem.

These may include some of the following:-

- Renegotiation of work deadlines
- The renegotiation of work patterns and/or breaks

- Re-assigning pieces of work
- A period of Leave
- Training
- Referring the individual to see his/her GP
- Refer to Occupational Health/Human Resources
- Regular meeting with their Manager

It may be the case that temporary or relatively minor changes can help to alleviate the feeling of stress. Any actions or possible solutions should be noted and a date to review progress agreed. If this does not appear to be the case seek further support from Occupational Health/Human Resources initially. It is important that any agreed actions are realistic and achievable considering the resources available.

#### **Stage Four: Follow Up**

Any agreed actions should be followed up and regular progress meetings arranged and recorded. This may be done through regular supervision sessions.

#### **Stage Five: What if the situation does not improve?**

Having gone through the above four stages it maybe that the situation is not showing any signs of improving. If this is the case you should review the initial solutions and consider alternatives with the individual.

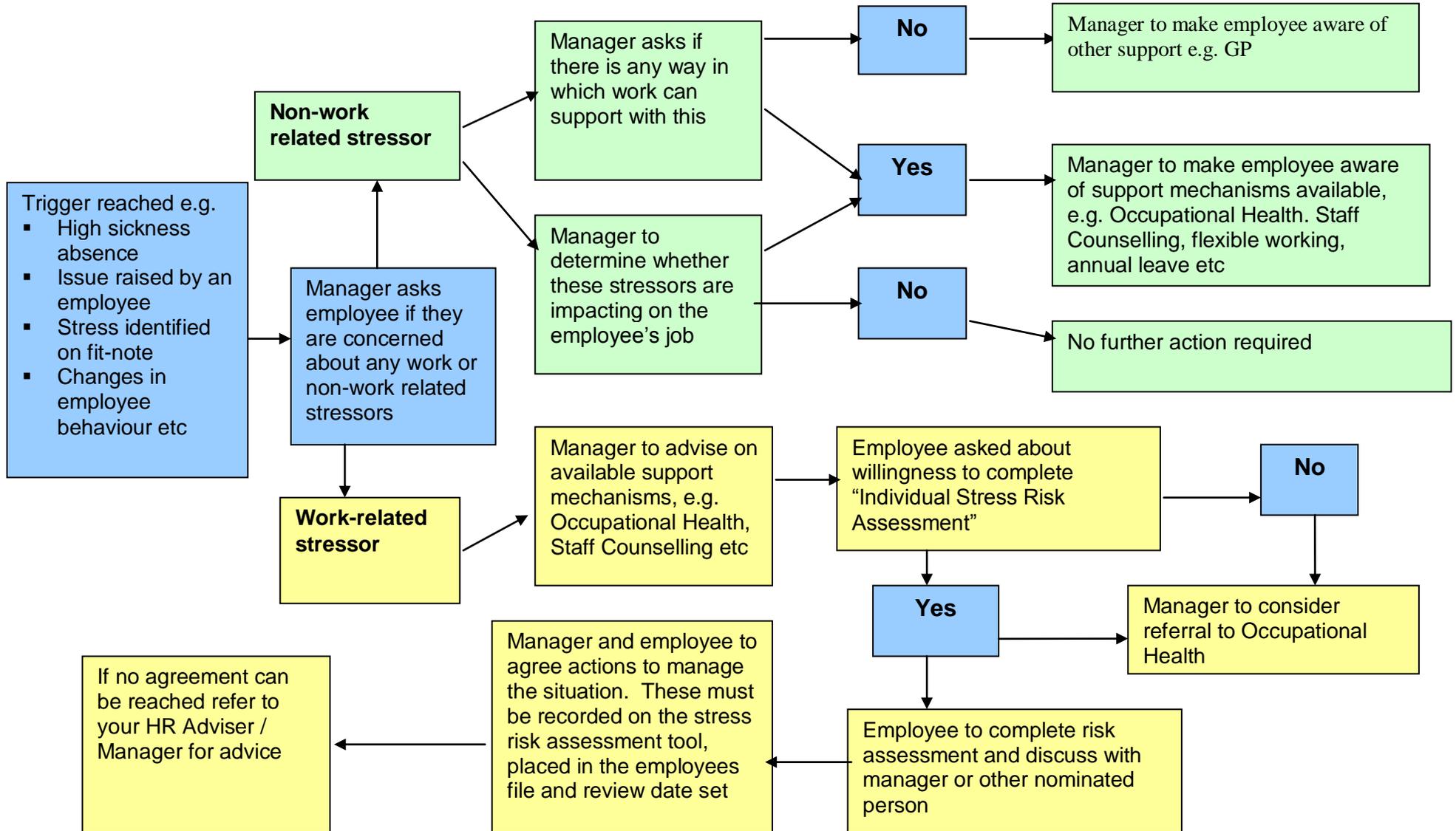
#### **Referral to the Occupational Health Department**

Early and ongoing Occupational Health advice is usually of value for all employees who are suffering from work-related stress issues.

The following points will apply to most sickness absence cases but may be a useful checklist where work related stress has been identified.

- Keep in regular contact with the employee
- Refer to Occupational Health at an early stage. OH will decide the appropriate time to see the person and will ensure that they are receiving appropriate treatment and support.
- Discuss a rehabilitation plan with Occupational Health. It may be necessary to alter hours or duties for a short period on the persons return to work.
- Meet with the person on their return to work to ensure any workplace triggers are identified. Where appropriate HR may be in attendance in accordance with the Sickness absence policy.
- Review the work related stress risk assessment and see if any additional control measures are required.
- Ensure that any additional support mechanisms identified are actioned and monitor how well these are working.

## Stress Identification and Referral Flowchart for Managers



## Appendix 6

### Departmental stress risk assessment

A departmental stress risk assessment must be undertaken annually, whenever a department undergoes significant change and whenever there are indications of increased absence as a result of stress. This form is to be used to identify potential stressors within the workplace and the aim is to proactively address issues before they become a problem. If the completed risk assessment indicates that the potential for work-related stress exists then advice should be sought from the Occupational Health and/or HR departments. NB. An individual stress risk assessment may be required if an employee is reported to be experiencing work-related stress or is absent from work as a result of stress related issues.

Level of Risk					
Likelihood of occurrence	Most likely consequence (if in doubt grade up, not down)				
	None (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Almost certain (5)	5	10	15	20	25
Likely (4)	4	8	12	16	20
Possible (3)	3	6	9	12	15
Unlikely (2)	2	4	6	8	10
Rare (1)	1	2	3	4	5

<b>RISK TITLE:</b>	<b>Departmental stress risk assessment</b>	<b>ASSESSMENT REFERENCE NUMBER:</b>				<b>7</b>
<b>ASSESSOR(S):</b>		<b>DATE CARRIED OUT:</b>				

Risk Assessment Pro Forma										
Stress indicator	Are there signs or evidence of	Yes / No	Current Risk Rating			Target Risk Rating			Contingency Plan	
			Existing Controls/ What are management and or The Trust doing to help the Department.	I	L	R	Action Plan/Proposed Controls	I		L
Work performance	1. Declining performance 2. Uncharacteristic errors 3. Loss of control over									

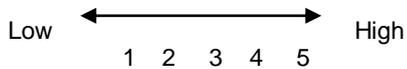
	<ul style="list-style-type: none"> <li>work</li> <li>4. Increased time at work</li> <li>5. Major increase of workload</li> </ul>								
Aggressive behaviour	<ul style="list-style-type: none"> <li>1. Criticism of others</li> <li>2. Bullying or harassment</li> <li>3. Poor employee relations</li> </ul>								
Regression	<ul style="list-style-type: none"> <li>1. Crying</li> <li>2. Arguments</li> <li>3. Undue sensitivity</li> </ul>								
Loss of motivation/commitment	<ul style="list-style-type: none"> <li>1. Indecision</li> <li>2. Lapses in memory</li> <li>3. Lack of holiday planning/usage</li> <li>4. Decrease in support, encouragement, sponsorship and resources provided</li> </ul>								
Withdrawal	<ul style="list-style-type: none"> <li>1. Arriving late to work/leaving early</li> <li>2. Extended lunches</li> <li>3. Absenteeism</li> <li>4. Resigned attitude</li> <li>5. Reduced social contact</li> <li>6. Elusiveness/evasiveness</li> </ul>								
Temper outbursts	<ul style="list-style-type: none"> <li>1. Out of character behaviour</li> <li>2. Difficulty in relaxing</li> <li>3. Increased consumption of alcohol</li> <li>4. Increased smoking</li> <li>5. Lack of interest in</li> </ul>								

	<p>appearance/hygiene</p> <p>6. Accidents at home or work</p> <p>7. Unnecessary risk taking</p>									
Irritability/moodiness	<p>1. Over-reaction to problems</p> <p>2. Personality clashes</p> <p>3. Sulking</p> <p>4. Immature behaviour</p>									
Physical signs	<p>1. Tiredness/lethargy</p> <p>2. Stomach complaints</p> <p>3. Tension headaches</p> <p>4. Rapid weight gain or loss</p> <p>5. Increase in minor illnesses</p>									
Reports and data	<p>1. Negative feedback on NHS surveys</p> <p>2. High staff turnover</p> <p>3. Negative feedback on exit interviews</p> <p>4. High number of occupational health referrals</p>									
Communication	<p>1. Employees having a poor understanding of their roles and responsibilities</p> <p>2. Employees having a poor understanding of organisational changes</p>									

This form is designed to enable you to identify your current work-related stress concerns and together with your line manager agree a plan which will help provide you with solutions, approaches and activities to tackle the causes of your work-related stress. It is important that staff are supported the Trust actively promotes well-being in the workplace, and is committed to taking steps to reduce workplace stress.

### Demands

Please rate by placing an X on the scale below the level of demands place on you whilst you are work.

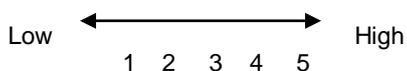


If you have scored three or above please answer the following questions

Do different people at work make demands of you that are hard to combine?	Yes / No
Do you have unachievable deadlines?	Yes / No
Are you regularly expected to work intensively or in excess of your contractual hours?	Yes / No
Do you have to neglect some tasks because you have too much to do?	Yes / No

### Control

Please rate by placing an X on the scale below the level of control you have in the place.



If you have scored three or above please answer the following questions

Do you control the pace of your work?	Yes / No
Do you feel you have a choice in deciding how you do your work?	Yes / No
Are your opinions considered when decisions on the way your work is carried out are made?	Yes / No
Are your skills and talents utilised appropriately?	Yes / No

### Support

Please rate by placing an X on the scale below the level of support you feel you have at work.

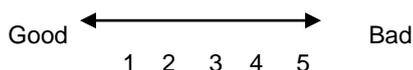


If you have scored three or above please answer the following questions

Does your Manager provide you with support and feed back on your work?	Yes / No
Can you rely on your Manager?	Yes / No
Do you get help and support from your colleagues?	Yes / No
Is there mutual respect between you and your colleagues?	Yes / No

### Relationships

Please rate by placing an X on the scale below how you perceive your work relationships.

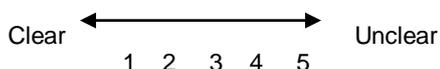


If you have scored three or above please answer the following questions

Are you ever abused verbally or emotionally at work?	Yes / No
Do you feel that relationships at work are strained?	Yes / No

### Role

Please rate by placing an X on the scale how clear your role and responsibilities at work are defined

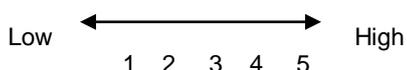


If you have scored three or above please answer the following questions

Are you clear about what is expected of you?	Yes / No
Do you have clear goals and objectives?	Yes / No
Do you understand how your work fits into the overall aim of the organisation?	Yes / No

### Change

Please rate by placing an X on the scale below how much change affects you at work.



If you have scored three or above please answer the following question

Are you included in the decision making processes with in your department?	Yes / No
Do you have the opportunity to question your Manager about changes that effect you?	Yes / No

If you score more than 12 overall then you should arrange to undertake a Stress Risk Assessment with your Manager or Occupational Health. This form can always be used to help facilitate the initial discussion.

Name

Job Title

