Mental Health and Wellbeing Policy

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The provisions of this policy, which was developed by a partnership group on behalf of Grampian Area Partnership Forum, apply equally to all employees of NHS Grampian except where specific exclusions have been identified.

NHS Grampian
Mental Health and Wellbeing Policy

This document is also available in large print and other formats and languages, upon request. Please call NHS Grampian Corporate Communications on Aberdeen (01224) 551116 or (01224) 552245.

This Policy has undergone Equality and Diversity Impact Assessment.

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NHS Grampian
Mental Health and Wellbeing Policy

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NHS Grampian
Mental Health and Wellbeing Policy

1 Introduction:

NHS Grampian has a legal, moral and ethical responsibility for the health, safety and wellbeing of its workforce, both in the performance of normal duties as well as during rare and exceptional circumstances such as a major incident response to an emergency or disaster. NHS Grampian promotes a supportive climate and positive healthy working culture, where equal value is placed on both physical and mental health. The engagement and involvement of those with mental health disorders in the workplace promotes the reduction of stigma and discrimination which may be associated with such conditions. (See section 4 for definitions of mental health disorders)

For the purpose of this policy, mental health disorders referred to within the policy include: depression, anxiety disorders including Post Traumatic Stress Disorder (PTSD) and less common disorders such as psychosis.

It has been shown clinically, that stress is often the initiating factor which can lead to mental health disorders such as depression and anxiety and can also contribute to existing mental health disorders. For this reason this policy focuses mainly on the management and support of those with stress, as this is the factor which most staff can influence, positively or negatively. These same methods can also be used to support those with any common mental health disorder.

Recent statistics from the Health and Safety Executive (HSE) indicate that stress, depression or anxiety affected 602,000 workers across the UK in 2018/19; accounting for 44% of all work-related ill health cases. This was shown to be more prevalent in public service industries, such as public administration and defence, health and social care and education. Within Health and Social care alone, 2120 workers per 100,000 are affected, compared to 1,380 across all industries (averaged over 2016/17 – 2018/19) (HSE, 2019).

NHS Grampian acknowledges that stress has many causes, both in professional and personal life. Physical illness, domestic, social and environmental factors can add to the levels of stress experienced by staff.

As such, there is a commitment to supporting employees in achieving a healthy work-life balance through implementation of policies such as the NHS Scotland Flexible Working Policies (Appendix 1).

2 Aims:

This policy aims to:

- Raise awareness of mental health disorders;
- Raise awareness of the role of stress in mental health disorders;
- Raise awareness of public health mental health terms, (Appendix 2);
- Define the key roles and responsibilities for the identification and management of stress and support of those with mental health disorders;
- Describe, signpost and raise awareness of NHS Grampian's approach to management of stress;
- Raise awareness of methods to help support staff with stress and mental health disorders.

3 Scope:

This policy applies to all employees of NHS Grampian, including bank workers.

Although NHS Grampian may not take direct management responsibility for the mental health and wellbeing of those not in its employment, such as students, agency staff and contractors, the Organisation and its staff should be mindful of the fact their acts or omissions may impact on the mental health and wellbeing of those out with the scope of this policy.

4 Definitions:

Stress:

Stress is defined as, "The adverse reaction people have to excessive pressure or other types of demands placed upon them." (HSE, 2017)

Stressor:

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

There is a clear difference between stress and pressure: stress can be damaging to health; pressure, if managed correctly, can be positive, challenging and motivating in the workplace (HSE, 2017).

Common Mental Health Disorders:

The World Health Organisation (WHO) definition of common mental health disorders refers to the diagnostic categories of depressive and anxiety disorders. These disorders are highly prevalent in the general population and

impact on the mood or feelings of affected persons. Symptoms range in terms of their severity (from mild to severe) and duration (from months to years). These disorders are identifiable health conditions, and are distinct from feelings of sadness, stress or fear that anyone can experience from time to time in their lives (WHO, 2017).

Depression:

Depression is defined as “a common mental disorder, characterized by sadness, loss of interest or pleasure, feelings of guilt or low self-worth, disturbed sleep or appetite; feelings of tiredness and poor concentration” (WHO, 2017).

Anxiety Disorder:

Anxiety disorders refer to a group of mental disorders characterized by feelings of anxiety and fear, including generalised anxiety disorder (GAD), panic disorder, phobias, social anxiety disorder, obsessive-compulsive disorder (OCD) and post-traumatic stress disorder (PTSD). As with depression, symptoms can range from mild to severe. The duration of symptoms typically experienced by people with anxiety disorders makes it more a chronic than episodic disorder (WHO, 2017).

Less Common Mental Health Disorders

Psychosis:

Psychosis is a mental health problem that causes people to perceive or interpret things differently from those around them. This might involve hallucinations or delusions. (www.nhs.uk, 2020)

5 Roles and Responsibilities:

5.1 Chief Executive:

The Chief Executive is accountable for the health, safety and wellbeing of all staff. The Chief Executive will ensure that this policy is effectively implemented and supported by Senior Managers.

5.2 Senior Managers are responsible for:

- Senior managers have a responsibility for staff wellbeing and promoting a positive culture. Line managers have a critical role in offering support to employees and in facilitating support from Wellbeing services.
- Promoting a supportive working environment where staff who feel they are at risk of experiencing from stress or a common mental health

disorder can raise the issue in confidence, so that the necessary support mechanisms can be put in place at work (see section 6 and appendices 1-5);
- Ensuring the development of a positive organisational culture which supports staff who feel at risk of suffering from stress or a mental health disorder;
- Ensuring the provision of advice and information to managers on their duty of care to staff;
- Ensuring the provision of advice and information to all staff on how to recognise symptoms of excessive stress in themselves and others;
- Ensuring suitable training and guidance is provided to managers to equip them to undertake risk assessments in relation to stress in the workplace, and implement effective control measures where appropriate;
- Ensuring stress risk assessments are completed and there is oversight of action plans and timescales for completion of those actions;
- Ensuring stress, which is likely to lead to ill health, is eliminated from the work environment as far as possible;
- Ensuring suitable support mechanisms for staff suffering from the effects of stress or mental health disorders are established;
- Raise awareness, understanding and implementation of Staff Governance Standard among all staff.

5.3 Line Managers

Line managers have a responsibility for staff wellbeing and promoting a positive culture. Line managers have a critical role in offering support to employees and in facilitating support from Wellbeing services. Occupational Health as necessary. Managers are not expected to diagnose or counsel but will be expected to use good communication skills and signposting to appropriate services when supporting staff experiencing stress or mental health disorders.

Line Managers are responsible for:

- Encouraging the development of a positive and supportive workplace culture where mental wellbeing and physical wellbeing are regarded as equally important to reduce stigma and discrimination;
- Managing staff conflict promptly and effectively;
- Resolving work-related issues at an individual level and team level as appropriate, involving others outside the team as necessary;
- Ensuring that team members take time to celebrate positive achievements;
- Reviewing less positive outcomes in a more positive way, so learning can be gained and shared;
- Providing job descriptions, outlining roles and responsibilities, accountability and reporting;

- Providing regular meetings with staff and agreeing clear objectives with regular appraisals;
- Attend appropriate training;
- Ensuring that all new staff receive appropriate induction and training for their role;
- Supporting staff in attending statutory and mandatory training programmes as specified by the Board;
- Ensuring there is adequate staff appraisals carried out;
- Ensuring, as far as is reasonably practicable, that the physical work environment for staff is safe and does not expose them to risks that may give rise to stress at work;
- Being aware of the potential for trauma-exposed staff (for example during response to major incidents and disasters) to experience psychological issues, and to be aware of and alert for signs of distress in staff;
- Regularly reviewing excess hours worked by staff, time back, absence, staff turnover and carrying out exit interviews;
- Referring staff to Occupational Health Service (OHS) to support staff with common mental health disorders to stay in work;
- Keeping in touch with staff who are long term absent and support their return to work;
- Managing absence in accordance with NHS Scotland Attendance Policy and linking to other policies as necessary;
- Considering the implications for staff of any changes to working practices, ways of working, work location, new policies and procedures;
- Sharing and discussing the implications of any changes to work practices with staff, using Staff Governance Standard (see section 6.3);
- Ensuring the coordination or delegation of stress risk assessments being undertaken within their areas of responsibility and sharing results with staff;
- Involving staff in seeking solutions and agreeing actions to reduce identified stressors in the workplace;
- Engage with/seek advice from Staff Side Representatives, Partnership and Human Resources Department as appropriate and provide information as requested (see section 5.5 and 5.8).

5.4 **All Staff** are responsible for:

- Familiarising themselves with the Mental Health and Wellbeing Policy including all the support available in Appendix 1;
- Recognising and managing personal circumstances that may impact on their mental health and wellbeing and take steps to minimise this;
- Protecting their own health, safety and wellbeing and that of their colleagues, through their acts or omissions;
- Minimising excessive pressures and demands on themselves and others where possible. Raising any concerns about excessive

pressure or demands, either from work-related or personal circumstances. Initially this would be through the line manager;
- Supporting their line managers and colleagues in developing a positive workplace culture where mental wellbeing and physical wellbeing are regarded as equally important and in reducing stigma and discrimination;
- Contributing positively to the appraisal process and to use it as a tool to communicate any concerns to their manager;
- Attending statutory and mandatory training programmes as specified by NHS Grampian;
- Identifying where training and developmental needs or appropriate support may be required in order to meet the demands of their job;
- Participating in the stress risk assessment process;
- Adhering to Staff Governance Standard (see section 6.3).

5.5 Human Resources (HR) Department is responsible for:

- Promoting a positive culture and working environment for all staff;
- Advising managers and staff on the correct implementation of organisational policies including giving guidance and support to managers implementing the Mental Health and Wellbeing Policy;
- Providing clarity of roles and responsibilities, advising on job descriptions and organisational structure;
- Advising managers and individuals on training requirements as required;
- Providing support to managers and individuals through organisational change processes;
- Working with line managers to support any issues raised through sickness absence management;
- Supporting managers to make Occupational Health referrals when required.

5.6 Occupational Health Services is responsible for:

- Advising NHS Grampian management on developments in guidance and practice related to the prevention and management of stress;
- Advising managers and staff on occupational stressors and the risk assessment process;
- Providing specialist advice and support to employees who have either been referred to Occupational Health via management or self referral.
- Providing support for staff at all levels who may be experiencing the negative effects of stress;
- Provision of staff counselling services;
- Signposting whenever appropriate to workplace counselling services or specialist agencies as required;

- Monitoring work-related stress in terms of sickness absence patterns and self/management referrals and providing appropriate feedback to the organisation;
- Providing 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;
- Advising managers on proactive adjustments to support staff attendance at work.

5.7 **Health and Safety Department** is responsible for:

- Supporting Managers in undertaking stress risk assessments and related staff stress surveys where required;
- Providing risk assessor training for staff;
- Advising staff regarding general health, safety and welfare issues in the workplace.

5.8 **Trade Union Professional Organisations Representatives (Staff Side / Partnership)** are engaged in:

- Ensuring meaningful consultation on any changes to work practices or work design that could precipitate stress;
- Consulting with members on the issues of stress including conducting workplace surveys;
- Meaningful involvement in the risk assessment process; Liaising with management to carry out risk assessments, including reviewing absence figures and linking these with other policies that may be available such as Dealing with Bullying and Harassment policy;
- Obtaining access to collective and anonymous data from HR;
- Using the facilities laid out in the Safety Representatives and Safety Committees (SRSC) Regulations and Management of Health and Safety at Work Regulations to tackle work related stress;
- Offering support to individuals who may have stress related issues;
- Encouraging members to speak up as soon as they feel that their working environment is beginning to affect their health;
- Investigating potential hazards and complaints from their members and receiving information they need from employers to protect members health and safety;
- Encouraging members to keep a written record of any problems and to put things in writing to management, so that there is evidence of any problems and that management are aware of them.

6 Assessment of stress levels:

6.1 Recognising stress:

It is recognised that individuals have different strengths and weaknesses and levels of resilience in coping under pressure. Stress is not an illness, but if it goes on for a long time, it can contribute to physical and mental ill health.

A person's ability to cope and their response to pressure can change over time and is often dependent on circumstances, such as the length of time the person is placed under pressure, external support and general life experiences. These variables make it difficult to determine an individual's susceptibility to work-related stress.

The common physical, psychological and behavioural effects of stress are listed below:

Physical effects may include:

- Rapid heart rate/palpitations;
- Raised blood pressure;
- Heart disease;
- Breathlessness;
- Skin problems such as sweating, eczema, psoriasis;
- Back pain, general increase in muscle tension and stiffness;
- Headaches;
- Nausea;
- Stomach problems such as cramps, irritable bowel or stomach ulcers;
- Weight loss or weight gain;
- Pins and needles;
- Depressed immune system and increase in minor illness.

Psychological effects may include:

- Anger, irritability or aggression, shame, guilt, fearfulness, apprehension, anxiety, panic attacks, negative thoughts, depression, mood swings, tearfulness, loss of sense of humour, lack of concentration;
- Reduced self esteem, confidence and control;
- Displaying other behaviour which can be bad for health such as skipping meals, drinking too much caffeine or alcohol and smoking.

Behavioural effects of stress may include:

- Increased intake of alcohol, caffeine or other harmful substances;
- Loss of appetite or increased appetite;
- Disturbed sleep, insomnia;
- Withdrawing from normal social interactions;
- Low libido, general suppression of reproductive systems (hormones);
- Increased incidence of accidents/clumsiness.

The signs of stress affecting a group of staff may include:

- Reduced ability to undertake role;
- Increased reports of stress;
- Increased sickness absence;
- High staff turnover rate;
- Disputes and disaffection within the group;
- Increase in complaints and grievances;
- Reduced staff morale;
- Overworking and failure to delegate;
- Poor timekeeping;
- Indecisiveness;
- Reduced performance/inability to concentrate.

Long term effects of low level stress:

While it does not generally produce the effects associated with high level stress, chronic low level stress may present as feelings of always on the go or an inability to relax.

People tend to activate the fight or flight response multiple times per day, usually because of situations that are annoying, rather than life threatening. These include conflicting demands, deadlines, challenging people or situations.

If left unaddressed, over time this may eventually lead to health problems associated with high level stress, such as high blood pressure, increased heart rate and muscular tension (Harvard Health Publishing, 2018).

Critical Incident Stress:

Staff within the NHS may also be exposed to Critical Incidents Stress. Critical incident stress/shock is brought on when people are exposed to extreme or traumatic events outside the realm of their normal experience. Critical incidents can include accidents or witnessing, hearing about or seeing, or being involved in the response to, traumatic events happening to others.

Critical Incident Stress Management:

Critical incident stress management can include pre-incident preparedness (i.e. increase resilience by preparedness and training or exercising etc) to acute crisis management to post-crisis follow up. Its purpose is to enable people to return to their daily routine more quickly and with less likelihood of experiencing post–traumatic stress disorder (PTSD).

6.2 Key areas for Manager to consider:

The common causes of work place stress are identified within the Management Standards; a toolkit developed by the Health and Safety

Executive (HSE). The Management Standards cover six key areas of work design that if not properly managed, are associated with poor health and wellbeing, lower productivity and increased sickness absence. The six key areas have been found to be Demands, Control, Support (managers and peer), Relationships, Role and Change (see appendix 3 for further details).

6.3 Promoting a positive workplace culture:

NHS Grampian encourages the development of a positive workplace culture and promotes the behaviours set out within the Staff Governance Standard i.e. that staff are:

- Well Informed
- Appropriately trained and developed;
- Involved in decisions which affect them;
- Treated fairly and consistently, with dignity and respect in an environment where diversity is valued;
- Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community.

The standards also require all staff to:

- Keep themselves up to date with developments relevant to their job within the organisation;
- Commit to continuous personal and professional development and participate in Personal Development Planning and Review;
- Adhere to the standards set by their regulatory bodies;
- Actively participate in discussions on issues that affect them either directly or via their trade union/professional organisation;
- Treat all staff and patients with dignity and respect while valuing diversity; and
- Ensuring that their actions maintain and promote the health, safety and wellbeing of all staff, patients and carers.

6.4 Supporting staff suffering from stress and / or common mental health disorders:

An employee may raise any stress related issues about themselves or a colleague via:

- Their line manager;
- Their line managers line manager;
- The Occupational Health department;
- The Human Resources department;
- The Health and Safety department;
- Accredited Trade Union, Professional Organisations Representatives, Staff Side, Partnership;
- Bullying and Harassment Confidential Contact;
- General Practitioner;

- Another manager, if unable to speak to their own manager.

Once an employee reports a stress related concern to a manager or where a manager becomes aware that an employee may be suffering from stress, the manager should explore the issues with the employee and where possible take action to address the issues.

See appendix 2 for details on the HSE Talking Toolkit, which offers managers advice on how to approach and structure a conversation with staff around stress and appendix 4 for staff dealing with chronic low level stress.

Non work related issues may be out-with the manager's control, however managers may be able to offer support through policies such as Policy on Special Leave; Flexible Working Policies etc, offering temporary adjustment to their role, workload or workplace; referring staff to the Occupational Health Service for Counselling; providing additional coaching and mentoring or by signposting to external agencies (see appendix 1 to 5 for a full list of resources).

Line managers are expected to support their staff through traumatic and stressful situations. NHS Grampian also provides Trauma Risk Management (TRiM) peer support programme for staff who have experienced a traumatic event (see appendix 2 for contact details and appendix 5 for reactive and proactive support following a traumatic event.

On-going support may be required for staff in certain circumstances such as: events leading to and/or having to give evidence in court, disciplinary proceedings, investigations or allegations etc. Regular review with the individuals should take place to ensure that the relevant levels of support are in place.

There are a number of external sources of support and guidance for managers and staff around supporting staff with stress or common mental health disorders.

The HSE, Department of Health and Department of Health and Pensions have combined to develop a "Line Managers Resource: A practical guide to managing and supporting people with mental health problems in the workplace." This is available via the HSEs website.

Once a staff group reports a stress related concern to a manager, the manager should explore the issues with the staff group and where action is possible, address these issues. The manager needs to review their mandatory stress risk assessment.

6.5 Risk Assessment Process:

Management of Health and Safety at Work Regulations, 1999 stipulates that "Every employer shall make a suitable and sufficient assessment of the risk

to the health and safety of his employees to which they are exposed to whilst they are at work and the risk to the health and safety of persons not in his employment arising out of or in connection with the conduct by him or by his undertaking."

There is a need to proactively assess risks in the work environment to identify areas where stress may become an issue and put actions in place to minimise this risk, prior to staff suffering from the effects of stress.

The manager or risk assessor should complete a stress risk assessment using the generic NHS Grampian risk assessment form and in discussion with the staff group concerned. Blank risk assessment forms and guidance on completing a risk assessment form is available online via the Health and Safety intranet page. Risk Assessor training is available from the Health and Safety Department and can be booked via TURAS.

Managers and risk assessors should consider the following data sources to identify whether there are any indications of stress in the workplace:

- iMatter/Employee wellbeing surveys;
- Local staff surveys;
- SWISS/SSTS – recording systems for sickness absences rates and reasons;
- Staff turnover;
- Occupational Health referrals;
- Return to work interview;
- Exit Interviews;
- Discussion with staff;
- Bullying and harassment reporting or grievances;
- Datix (accidents, incidents, adverse events);
- Comments/feedback service (e.g. spike in complaints against staff attitude).

Key workplace stressors (listed previously) should be taken into consideration when completing the stress risk assessment to help ensure all potential hazards have been covered.

If further information or support is required to pinpoint the cause of stress, managers should contact the Health and Safety Department to get support in undertaking a more detailed staff stress survey.

Actions should be implemented where possible to eliminate the cause of stress in the workplace. Where elimination is not possible; reasonable actions should be implemented to reduce the causes and impact of stress in the workplace.

Managers and risk assessors should review the staff stress risk assessment in line with NHS Grampian Risk Assessment Policy and Risk Register Minimum Review Schedule.

References:

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12 NHS.UK (2020) https://www.nhs.uk/conditions/psychosis/

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14 World Health Organisation (WHO) (2012): http://www.euro.who.int/en/health-topics/noncommunicable-diseases/pages/news/news/2012/10/depression-in-europe/depression-definition

15 World Health Organisation (WHO) (2017): Depression and Other Common Mental Disorders, Global Health Estimates 2017.

Appendix1: Support available to help combat stress and mental health disorders:

NHS Grampian Policies which may support staff wellbeing:
A full list of policies can be found via the intranet, under: Departments / Policies and Forms: http://nhsgintranet.grampian.scot.nhs.uk/depts/policy_forms/Pages/default.aspx • Adoption and Fostering Policy • Alcohol and Drug Policy • Corporate Health and Safety Policy • NHS Scotland Bullying and Harassment Policy • NHS Scotland Capability Policy • NHS Scotland Conduct Policy • Equality, Diversity and Human Rights Policy for Staff • Flexible Working Policies • NHS Scotland Grievance Policy • Maternity Leave and Support for Breastfeeding Mothers • Mental Health and Wellbeing Policy • NHS Scotland Attendance Policy • Organisational Change Policy • Personal Development, Planning and Review Policy • Policy for Management of the Workforce during and after Major Incidents Including Pandemic • Policy on Gender Based Violence as part of Public Protection • Policy on Special Leave • Parental Leave Policy • Paternity Leave Policy • Redeployment Policy • Statutory and Mandatory Training Policy • Standard Setting Support Policy • Tobacco Policy • Whistleblowing Policy • Workplace Adjustment Policy

Support within NHS Grampian:	How to Access:
Confidential Contacts for Bullying and Harassment (Refer to Dealing with Bullying and Harassment Policy)	Contact details of individual confidential contacts are available on the intranet via: Departments / HR / Bullying and Harassment / Confidential Contacts http://nhsgintranet.grampian.scot.nhs.uk/depts/OperationalHR/bullyingandharassement/Pages/default.aspx
Health Point	Healthpoint is a drop in service, offering free confidential information and advice to everyone, including NHS Grampian staff. There is no appointment required. Trained health advisors can offer free confidential information and advice on a variety of health related issues such as: • Health conditions • Practical ways to improve your health • Access to support groups and organisations • How to access NHS Services • Free condoms • Weight Management Wellbeing Check: How healthy is your lifestyle? Check covers measurements of Blood Pressure, Height, Weight, Body Mass Index (BMI) and lifestyle. Healthpoint services are available at: • Health Village Healthpoint: 9am-5pm Monday to Friday • ARI Foyer: 9am-5pm Monday to Friday • Dr Grays Concourse: 9am-5pm Monday to Friday • Free Healthline number : 08085 202030 or email: gram.healthpoint@nhs.scot

Support within NHS Grampian:	How to Access:
Occupational Health Counselling Services	Occupational Health Counselling Services can be accessed via management referral to Occupational Health or by self referral. Access details for self referral are available on the Occupational Health intranet page via: Departments / Occupational Health Service / Wellbeing Hub Pages - default (scot.nhs.uk) Tel: 01224 555749 / 567386 or email: gram.ohs@nhs.scot
Multicultural Health and Wellbeing Forum	Search on the intranet using the search option for up and coming events. These include Mindfulness Mondays.
My Healthy Workplace	Main topics featured on the site include: Healthpoint, finance, being off sick, healthy weight, tobacco, eat well, keeping active, oral health, travel health, sexual health, alcohol and mental health and wellbeing. The mental health and wellbeing option links to the nhs.uk website / well mental health and wellbeing website: see direct link to nhs.uk website below: My Healthy Workplace
The We Care Programme (known as We Care)	We Care is responsible for: We Care is a staff health and wellbeing programme established to deliver, co-ordinate and enhance staff wellbeing across NHS Grampian. The We Care Team have the responsibility for the We Care website, which; • You can access information, help and advice related to you and your teams physical and mental wellbeing. • Aligns and improves access to wellbeing information and enhances existing support for staff resilience. • Provides access to key resources and support. • Supports the wellbeing of individuals and teams and enable teams to

	integrate wellbeing practices into their work. • Supports all staff to integrate a culture of wellbeing into the workplace. Please contact us on gram.wecare@nhs.scot for further information on how we can provide bespoke support for you and your team around wellbeing. https://www.nhsgrampian.org/wecare Twitter: @GrampianWeCare Facebook: @GrampianWeCare Instagram: @grampianwecare
Spiritual care and Chaplaincy Team (Community Chaplaincy Listening)	The Chaplaincy team offer a Community Chaplaincy Listening service, available at a number of hospital and community sites across Grampian. The service does not focus on spirituality or religion unless brought up by the individual. This is open to all staff, patients' relatives and carers through self referral. The Chaplaincy Service can: • Offer a confidential non judgemental listening service open to all; • Offer space to talk about what troubles individuals and causes stress; • Help to reflect on the situation and develop coping strategies. More details on how to access the service is available through Health point / Carers point or on the intranet via: Departments/Spiritual Care/ Community Chaplaincy Listening. http://nhsgintranet.grampian.scot.nhs.uk/depts/SpiritualCare/Pages/CommunityChaplaincyListening.aspx

Trauma Risk Management (TRiM)	TRiM is a peer support program designed to assist people who have experienced a traumatic event to deal with it effectively. People who experience traumatic events often go through a wide range of reactions from mild to extreme. Some people may find that an incident has little or no effect upon them, whilst others may experience very strong reactions and may develop post traumatic stress disorder (PTSD). The more intense reactions of a traumatic event can affect people's ability to work effectively or impact sustainability on their home and social life. For more information and referrals contact: gram.trim@nhs.scot
Values Based Reflective Practice	Values Based Reflective Practice VBRP(R) offers groups or teams permission to explore their experience of work using the input of a Facilitator, a toolkit and active listening skills. This international approach enables improved conversation, better relations and individual resilience. VBRP aims to enable staff groups: • (Re)connect with core values and motivations • Reflect on work in a supportive setting • Enhance relationships with colleagues • Develop resilience and well-being at work • Enhance person centred practice More local information is available on the intranet via: Departments / Spiritual Care / Values Based Reflective Practice in an Acute Hospital http://nhsgintranet.grampian.scot.nhs.uk/depts/SpiritualCare/Pages/VBRP.aspx An Essentials Toolkit training course is available four times per year in NHS Grampian. Follow up training is also available for those who would like to become a registered Facilitator and joining

	in CPD through a Community of Practice. Details can be found on TURAS.

Stress Assessment Tools:	**How to Access:**
• Stress questionnaire • Return to work risk assessment	Occupational Health Management Referral or Self Referral via the intranet: Departments / Occupational Health Service / Attendance Management / (then choose Management Referral or Self Referral) Pages - default (scot.nhs.uk)

NHS Scotland Websites:	**How to Access:**
Breathing Space Scotland (phone line and website)	Operated and Managed by NHS 24; phone lines are open to anyone in Scotland age 16 and over suffering from stress, depression or anxiety: Telephone 0800 83 85 87 or web chat. Further information is available on the website: https://www.breathingspace.scot/
Every-mind-matters	An interactive website, which provides information on a wide range of subjects, but focusing on mental wellbeing, anxiety, sleep, stress and low mood. The site offers an option to undertake a self assessment quiz which automatically formulates an action plan to meet your needs. An app is also available linked to this site: https://www.nhs.uk/oneyou/every-mind-matters/
Lifelines Scotland	Offers interactive support for emergency responders who may be dealing with post traumatic stress: http://lifelinesscotland.org/
NHS Inform	Features a range of information and self help guides for dealing with a range of mental health issues, including:

NHS Scotland Websites:	How to Access:
	Anger management, fears and phobias, anxiety and panic, low mood and depression, stress, dealing with traumatic events, therapy and counselling, mental health in pregnancy and addictions. https://www.nhsinform.scot/healthy-living/mental-wellbeing
NHS Moodzone	Features real life stories, information and tips about mental health and tips on how to cope with stress, anxiety and depression: https://www.mentalhealthatwork.org.uk/resource/nhs-choices-moodzone/
NHS.UK: Mental Health and Wellbeing	Features information on various aspects of mental health, from loneliness to grief and bereavement. There is a self assessment available to determine mood and numerous self help options and mental wellbeing audio guides, plus information on where to get additional help and support: https://www.nhs.uk/conditions/stress-anxiety-depression/
Prevent Suicide Website and App	Prevent Suicide North-East Scotland is a suicide prevention app and website aimed at users in Aberdeen City and Aberdeenshire. It provides helpful info for those affected in any way by suicide, extensive contact details for services in Aberdeen City and Aberdeenshire as well as providing users with the ability to create their own safety plan: www.preventsuicideapp.com/

Training resources and toolkits:	How to Access:
Healthy Working Lives Training and resources	Course availability: • Mentally healthy workplaces: online learning (1-2 hours) • Mentally healthy workplaces: training for managers (One day) • Work Positive: Managing Organisational Stress (One day) • Managers Competency Tool Workshop (Half Day) • Resilience and Wellbeing Workshop (Half Day) For availability and free access to all course, go to www.healthyworkinglives.scot and click on the Training and Events tab:
Healthy Working Lives, Work Positive Toolkit	Work positive is a stress risk management resources linked to HSE Management standards. This has been developed to support employers to identify and reduce potential stress in the work place. Workplace guidance - Healthy Working Lives
(HSE) Management Standards Toolkit	The HSE website contains numerous resources and guidance notes on how to prevent, identify and manage work related stress. There is also information and resources for managers and employees relating to metal health in the workplace. http://www.hse.gov.uk/stress/
HSE Line managers' competency indicator tool	This forms part of the Management Standards toolkit. The competency indicator tool is an interactive self assessment tool for managers to assess their management style and potential stressors in the workplace. When completed electronically, the self assessment tool automatically provides feedback and formulates an action plan. http://www.hse.gov.uk/stress/mcit.htm

Training resources and toolkits:	How to Access:
HSE Talking Toolkit – preventing work related stress	Features guidance and a structured template for managers to hold conversations with staff. The discussion template is based around the six key stressors, i.e. demands, control, support, relationships, role and change. The template also sets out space for an action plan and points to additional resources for support. https://www.hse.gov.uk/stress/assets/docs/stress-talking-toolkit.pdf
Stress Management Society (Individual Stress Test)	This website is run by a non profit organisation. Stress tests are evaluated individually and results sent back confidentially. Website also features a wide range of resources from information, guidance to shopping for items to help distress. http://www.stress.org.uk/individual-stress-test/

Websites:	How to Access:
Anxiety UK	Features access to self help guides and resources, a helpline and text service: Info line: 03444 775 774 Text Service: 07537 416 905 www.anxietyuk.org.uk
Cruse Bereavement Scotland	Bereavement charity manned by volunteers. Support helpline: 0845 600 2227 http://www.crusescotland.org.uk/
International stress management association	Promotes stress prevention and wellbeing: Website features free downloadable literature relating to stress and anxiety, including tips and self assessment options. https://isma.org.uk/

Living Life: live life to the full.com	This features free online courses covering low mood, stress and resilience. https://llttf.com
Mind	Features information and support around different types of mental health problems, drugs, tips for everyday living, guides to support and services, and access to a helpline and text service: Main telephone number is: 0300 123 3393 or text 86463, although other numbers are available depending on the topic. https://www.mind.org.uk/
No Panic	No Panic specialises in self help recovery for those suffering from Panic Attacks. The website features information on recovery services, anxiety aid, befriending groups, and contact book. www.nopanic.org.uk

Websites:	**How to Access:**
Red Cross CALMER (Consider, Acknowledge, Listen, Manage, Enable, Resource): Mental Health in the Workplace.	Developed and run by the Red Cross, provides information on mental health first aid courses: https://www.redcrossfirstaidtraining.co.uk/news-and-legislation/latest-news/a-spotlight-on-stress-mental-health-in-the-workplace/
Scottish Association for Mental Health (SAMH)	Features include a mental wellbeing tool, interactive mental wellbeing self assessment and tips on improving wellbeing. https://www.samh.org.uk/
Scotland's Mental Health First Aid (course information)	Provides information on local mental health first aid courses. http://www.smhfa.com/

See Me Scotland	Features a number of resources for adults and young people including informative DVDs and advice leaflets. https://www.seemescotland.org/
Wellbeing Scotland	Features information and support on a number of wellbeing matters, including children and families, survivors of in care abuse and child abuse. http://www.wellbeingscotland.org/

Reports and Guidance:	**How to Access:**
Chartered Institute for Personnel and Development (CIPD): Preventing stress: promoting Positive Management Behaviour (Report)	Report on promoting positive management behaviour. Also features factsheets on identifying workplace stress and general wellbeing at work. Can view the reports without the need to log in. https://www.cipd.co.uk/knowledge/culture/well-being/preventing-stress-report
Chartered Institute for Personnel and Development (CIPD): People Managers Guide to Mental Health(Report)	Features a number of reports, including people managers guide to mental health, mental health in the workplace, health and wellbeing in the workplace. Can view the reports without the need to log in. https://www.cipd.co.uk/knowledge/culture/well-being/mental-health-support-report
HSE guidance: Tackling work-related stress using the Management Standards approach	This document is part of the Management Standards toolkit and describes the six key "stressors" and also the "States to be Achieved" in promoting a positive work environment. https://www.hse.gov.uk/pubns/wbk01.pdf
HSE guidance, Working together to reduce stress at work - a guide for employees	http://www.hse.gov.uk/pubns/indg424.pdf
HSE Line Managers Resource: a practical guide to managing and supporting people with mental health problems in the workplace	https://www.hse.gov.uk/stress/assets/docs/manage-mental-health.pdf

NHS Health Scotland: Steps for Stress	Steps to deal with stress report and Z Cards written in a number of languages. http://www.healthscotland.com/documents/5828.aspx
NHS Scotland (2012) Staff Governance Standard, 4th Edition	Staff Governance Standards available to download free in PDF format. https://www.staffgovernance.scot.nhs.uk/what-is-staff-governance/staff-governance-standard/

Additional guidance may be sought from Traded Union and Professional Organisations
Local Services:

Local Voluntary Counselling Resources:	How to Access:
Aberdeen Counselling and Information Service (ACIS)	http://www.mha.uk.net/services/acis/index.php Based within Aberdeen City Centre, but there is also an office Aboyne.
Cairns Counselling	http://cairnscounselling.org.uk/ Based within Aberdeen City Centre
Cruse Bereavement Scotland	Helpline and web chat available. Tel: 0845 600 2227 http://www.crusescotland.org.uk/
Rape Crisis Aberdeen	Anyone over the age of 13 can self refer. Referral forms are available online. Central Grampian office is within central Aberdeen, but with satellite offices in Fraserburgh, Peterhead, Inverurie, Mintlaw, Banchory, Ellon, Kemnay and Huntly. Tel: 01224 590932. Rape Crisis Scotland, National Tel No: 08088 010302 http://www.rapecrisisgrampian.co.uk/

Samaritans	Tel: 116 123 Email: jo@samaritans.org Website: www.samaritans.org Aberdeen Telephone Number: 01224 574488
Victim Support, Aberdeen	National Helpline: 0800 160 1985 Aberdeen Office: 01224 622 478 victimsupport@aberdeen@victimsupportsco.org.uk Live Chat is also available via the website. https://victimsupport.scot/information-support/get-support/

Appendix 2: Common Public Health, Mental Health Terms

Health:

‘Health is a dynamic state of complete physical, mental, spiritual, and social well-being and not merely the absence of disease or infirmity’ (Nagasme, 2012).

Mental Health:

"Mental health… is a state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community" (WHO, 2001).

Mental Health…includes concepts such as resilience, a sense of mastery and control, optimism and hope as well as our ability to initiate and sustain relationships and to play a part in our social world (Barry and Jenkins, 2006).

Mental Wellbeing:

Mental health and social wellbeing is a two way relationship, with mental wellbeing attributed to the individual and social wellbeing attributed to ‘others’ collectively. So the mental wellbeing is the capacity to:

- Realise our abilities, live a life with purpose and meaning, make a positive contribution to our communities;
- Form positive relationships with others, and feel connected and supported;
- Experience peace of mind, contentment, happiness and joy;
- Cope with life’s ups and downs and be confident and resilient;
- Take responsibility for oneself and for others as appropriate.

It is:

- More that the absence of mental illness/disorder; it represents the positive side of mental health and can be achieved by people with a diagnosis of mental disorder;
- Bound with individuals physical wellbeing;
- Bound, as both cause and effect, with social wellbeing.

For most individuals, the direction of travel includes the development of the skills and attributes of:

- Psychological wellbeing (self-confidence, agency, autonomy, positive focus and optimism);
- Emotional intelligence (relationship skills);
- The capacity to experience happiness and contentment (sometimes called subjective wellbeing or life satisfaction).

Public Mental Health:

Public mental health can be defined as: The science and art of promoting and protecting mental capital, mental health, emotional wellbeing and preventing mental illness; and prolonging life and the quality of life through the organised efforts of society. (Faculty of Public Health)

Resilience:

Resilience – as in "being able to cope with the normal stress of life" – is an important component of most definitions of mental wellbeing, with great relevance for the prevention of mental illness. Working productively and fruitfully is an important component from the point of view of economists, and in some studies is regarded as the primary component (WHO, 2001).

Risk Assessment:

A risk assessment is a systematic process of evaluating the potential risk that may be involved in a project or activity or undertaking.

Social Wellbeing:

- The basis for social equality, social capital, social trust;
- The antidote to racism, stigma, violence and crime.

It depends on:

- The sum of individual mental wellbeing in a group, community or society;
- The quality of government – local, organisational, national and international;
- The quality of services and provision of support for those in need;
- The fair distribution of resources including income;
- The norm with regard to interpersonal relationship in a group, community or society, including respect for others and their needs, compassion and empathy, and authentic interaction.

Appendix 3: Health and Safety Executive (HSE), Management Standards

The Management Standards cover six key areas of work design that if not properly managed, are associated with poor health and wellbeing, lower productivity and increased sickness absence. The six key stressors are:

- **Demands:** includes issues such as workload, work patterns and the work environment (i.e. having too much or too little work, poor shift patterns, working long hours, having unrealistic targets or deadlines, jobs with heavy emotional demands, inability to take breaks etc);

- **Control:** how much say do staff have over the way they work? (i.e. lack of control over type of work or way of working, conflicting demands etc);

- **Support:** includes level of encouragement, sponsorship and resources provided by the organisation, line management and colleagues (i.e. lack of training/study leave, appropriate equipment, positive feedback, guidance and emotional or practical support from managers and colleagues etc);

- **Relationships:** includes promoting positive working to avoid conflict and dealing with unacceptable behaviours (i.e. bullying and harassment from other staff members or members of the public, poor relations with colleagues, either actual violence or threat of violence etc);

- **Role:** do people understand their role within the organisation and does the organisation ensure roles are not conflicting? (i.e. poor management and lack of role clarity leading to indecision over work tasks, low pay, working alone, repetitive work, boredom and lack of job satisfaction etc);

- **Change:** how is organisational change (large and small) managed and communicated? (i.e. poor communication around job or organisational change etc) (HSE, 03/19).

The Management Standards also set out key performance standards or “States to be Achieved” within the workplace and through meeting these standards will achieve a positive workplace culture and reduce work place stress. Full details of these standards can be found in the HSE guidance document entitled “Tackling Work Related Stress using the Management Standards Approach” (HSE, 03/19).

Appendix 4: Counter Measures in Dealing with Chronic Low Level Stress:

A number of different techniques are available to promote relaxation and it is important to recognise that different solutions may be effective in helping some individuals more than others and at different times.

Awareness:

- Deep abdominal breathing;
- Visualisation;
- Focus on a soothing sound;
- Meditation.

Physical Activity:

People can use exercise to stifle the build up of stress in several ways. Exercise, such as taking a brisk walk shortly after feeling stressed, not only deepens breathing but also helps relieve muscle tension. Movement therapies such as yoga, tai chi and qi gong combine fluid movements with deep breathing and mental focus all of which induce calm.

Social support:

Confidants, friends, acquaintances, co-workers, relatives, spouses and companions all provide a life-enhancing social network and may increase longevity. It is not clear why, but the buffering theory holds that people who enjoy close relationships with family and friends receive emotional support that indirectly help to sustain them at times of chronic stress and crisis.

Quiet space:

Spend a period of time in a Staff Garden, Sanctuary, Quiet room etc.

(Harvard Health Publishing, 2018)

Appendix 5: Examples of psychological support available to staff following a traumatic incident.

