

Title:	Belfast Health & Social Care Trust Policy & Procedural Arrangements relating to the Management of Stress, Health & Well Being		
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Ownership:	Dr A B Stevens, Medical Director Mrs M Mallon, Director of Human Resources / Deputy Chief Executive		
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Version No.	2	Supersedes	Version 1, 12 th October 2009 – 11 th October 2012
Links to other policies	The Belfast Trust General Health & Safety Policy, 1 st November 2009. Management of Attendance Protocol, Personal Contribution Framework, Equal Opportunities Policy, Harmonious Working Environment Policy Statement, Working Well Together and Harassment Policy and Working Time Guidance.		

Date	Version	Author	Comments
15/08/12	Draft 2.0	K Cunningham, Lead Health & Safety Manager C Crutchley, Senior Human Resources Manager	3 Yearly Review of Version 1
10/09/12	Draft 2.1	K Cunningham & C Crutchley	Initial consultation with members of the Health & Well Being at Work Group
05/12/12	Draft 2.2	K Cunningham	Incorporating comments from the Trust wide consultation
10/12/12	Draft 2.3	K Cunningham	Incorporating comments following the 10/12/12 Health & Well Being at Work Group Meeting
11/01/13	Draft 2.4	K Cunningham	Incorporating comments following further consultation with the Health & Well Being at Work Group and amendments to Appendices
21/01/13	Draft 2.5	K Cunningham	Added revised Appendix 2 and new Appendix 4

1.0 INTRODUCTION / PURPOSE OF POLICY

1.1 Background

Staff wellbeing as evidenced in attendance rates and staff surveys, are key indicators as to how well the Trust is performing. Keeping people healthy and productive at work is essential for a successful organisation. The Belfast Trust is committed to its purpose as detailed in the Belfast Way of improving health and well being for both service users and staff.

Analysis of absence from work in the Health & Social Care Sector has identified stress as the most significant single cause of work related ill health. There are a number of reasons as to why the Trust should manage work-related stress. These include a commitment to staff wellbeing as detailed in the Health & Wellbeing at Work Strategy / Action Plan, moral and ethical aspects of managing work-related stress, the duties under several Health & Safety Legislative requirements, the costs associated with absence and to improve outcomes for patients and service users.

The Trust is required to undertake suitable and sufficient risk assessments for stress and to take action to manage the problems identified by that assessment. The Stress Management Standards approach provides guidance intended to encourage and direct the Trust to undertake such.

The Health & Safety Executive have highlighted the importance of Health & Social Care Trusts managing the health & wellbeing of staff.

There is a general duty on employers to protect the Health & Safety of their employees in the Health & Safety At Work (NI) Order 1978 and to make a suitable and sufficient assessment of the risk to health & safety of their employees, in the Management of Health & Safety at Work Regulations (NI) 2000. This includes the risks to mental health.

This Policy is based on the requirements of the HSG218, Managing the causes of work-related stress. A step-by-step approach to using the Stress Management Standards and associated Health & Safety Legislation as detailed in section 7.

1.2 Purpose

This policy and procedural arrangement is designed to provide managers and staff with clear information on their legislative responsibilities. This Policy also encourages managers to use the Stress Management Standards when assessing risks, take practical measures to prevent or minimise ill health & to provide adequate support to those with stress related problems. The key objectives of the policy are:

1. To recognise that workplace stress is a health & safety issue and to acknowledge the importance of identifying and reducing workplace stressors.
2. To reduce the impact of work-related stress on the delivery of the Trust's services

3. To protect & promote the health and well being of staff within the Belfast Trust
4. To ensure that training is provided for managers and supervisory staff in the Trust Policies and Procedures relating to their management role including the recognition and management of work related stress.
5. To use existing sources of statistical information to help identify where and why work-related stress is likely to be a particular concern
6. To ensure that adequate resources and commitment are identified at both a Corporate and Directorate level.
7. To reduce absence and ill health associated with work-related stress To ensure that staff have access to the required support and counselling services.

2.0 SCOPE OF THE POLICY

This is a corporate Policy applicable to all staff including Directors and Managers.

3.0 ROLES/RESPONSIBILITIES

The ultimate responsibility for ensuring the health and safety of our staff and others who may be affected by the Trust's work activities rests with the Chief Executive. The Medical Director (as lead Director for Health & Safety and Occupational Health) and the Director of Human Resources are both responsible for co-ordinating compliance with the requirements of this Policy.

The responsibility cascades down through the line management structure to Co-Directors, Senior Managers and Ward, Department and Facility Managers and to staff. Staff should familiarise themselves with their responsibilities in this Policy.

A. The Responsibilities of the Belfast Trust Health & Well Being at Work Group

This Group was set up to consider ways to improve the health & wellbeing of all staff in the Belfast Trust. The Group's action plan sets out the key objectives in relation to the provision of an integrated and cohesive approach to promote health and well being of staff at work by:

1. Ensure the ongoing commitment at a corporate and strategic level to the business case for a collaborative, partnership approach to addressing Health and Well Being at Work.
2. Provide leadership and direction, clarify the roles and responsibilities of managers and staff, and ensure commitment and accountability in the development and implementation of the Trust's Health and Wellbeing at Work Strategy and Action Plan to address employee wellness and stress in the workplace, in line with legislative requirements and best practice.
3. Seek and provide the necessary direction, support, resources, both financial and human, and infrastructure to ensure an integrated and cohesive approach to the development, promotion, implementation and evaluation of a range of health improvement initiatives.
4. Ensure effective utilisation of benchmarking information, analysis of surveys, guidance, tool kits and best practice initiatives to further develop new and innovative ways to promote health and well being.

5. Monitor and evaluate progress and produce an annual report for Trust Board and an updated action plan year on year ensuring effective communication of progress throughout the Trust.
6. Liaise with external stakeholders as appropriate, including the Health and Safety Executive for Northern Ireland (HSENI), Business in the Community and DHSSPS to inform them of progress made and the approaches being taken and to avail of their input and advice as appropriate.
7. Seeking recognition through internal and external award schemes to promote and raise awareness of the work of the Group and advocate best practice.
8. To complete a General Health & Safety Risk Assessment on their activities to manage stress, health & wellbeing within the Belfast Trust and keep this under regular review.

B. The Responsibilities of Directors, Co-Directors, Senior Managers, Ward, Department and Facility Managers are as follows:

1. To undertake and implement recommendations arising from the completion of a stress risk assessment within their areas of responsibility, using the Stress Management Standards (see part 2, page 8-10, HSG218 for further details) as guidance and to consult with staff and their representatives as part of this process.
2. To obtain the relevant information, training & guidance as are necessary to assist them in their management role and in managing work-related stress.
3. To ensure that staff who are absent with a stress-related illness are referred to the Occupational Health Service and have an appropriate return to work plan agreed prior to their return. (See Appendix 3).
4. To ensure that all staff are aware of the Corporate Objectives and Directorates Management Plan and that they have a personal contribution plan (PCP) clearly identifying how their role contributes to the overall success of the Trust and a Personal Development Plan (PDP) detailing their development and training needs for the following year, developed in accordance with the training provided and the PCF guidelines.
5. To communicate and consult with staff both collectively and individually at the earliest opportunity on decisions that will affect them such as organisational and procedural changes and to encourage open discussion to assist in the early identification of stress related problems. If a Stress Survey is required, please see section 4.1 for details of how to arrange.
6. To effectively manage capability issues and management of attendance in accordance with Trust Policies. Changes in the frequency of absence and reasons for absence may be indicators of stress.
7. To consider the appropriateness and value of facilitating team-building events which are important for staff morale and the development of teams working well together.
8. To examine ways in which the working environment could be improved together with considering requests for flexible working arrangements under the Trust Work Life Balance Policies and facilitating these where possible.
9. To be aware of the signs and symptoms of stress and changes in individual staff behaviours. Staff may be suffering from stress that is due to external factors; this may become apparent in the workplace and affect performance. Although managers will have no control over these external stressors, beyond recommending sources of expert advice, managers need to be alert to the warning signs of stress and be as supportive as possible. (Refer to section 7.0 for further guidance).
10. To promote Trust Human Resources Policies & Procedures and support services for staff.

11. To deal with individual concerns as per Health & Safety Executive guidance HSG218 and Human Resources. Policies. To use the individual stress risk assessment (Appendix 4) to assist in identifying and managing work-related stress.
12. To monitor working hours and adhere to the requirements of the Working Time Regulations to ensure that staff receive adequate breaks and monitor holidays to ensure that staff are taking their full entitlement.
13. To involve trade union safety representatives in the risk assessment process, consult them in relation to any changes in work practices or work design that could result in work - related stress.
14. To comply with the requirements outlined in BRAAT standard 15.

Managers should provide this policy in other languages and formats when requested. They should refer to the Procurement and Logistics Service (PALS) in relation to requests for interpreting or translation services.

For further information on translation services contact the Health and Social Inequalities Team.

C. The Responsibilities of the Occupational Health Service (OHS)

1. To provide advice and support to staff following a self-referral as well as providing advice to management on fitness to return to work and recommendations following a management referral.
2. To provide advice to Managers, staff and the Health & Well Being at Work Group on the effect of work on health and well being and to contribute to the implementation of the health and wellbeing at work strategy/action plan.
3. To direct staff to other appropriate health professionals and services (including voluntary) confidential support and counselling services.
4. To provide collective and anonymous statistical information relating to staff referrals and the reasons for such.
5. To promote the availability of a range of psychological & counselling services for staff to assist them to resolve problems and to develop coping strategies.
6. To promote and implement health and well-being initiatives in the workplace
7. To assist in the provision of training initiatives relating to the recognition of work-related stress.

D. The responsibilities of the Human Resources Department

1. To ensure the development and implementation of the relevant Human Resources policies and the provision of advice and guidance to Managers and all staff.
2. To develop, co-ordinate and evaluate appropriate training interventions in partnership with OHS and Health Improvement to support Managers and staff in addressing stress in the workplace.
3. To provide advice and support in managing attendance associated with work-related stress in accordance with the Trust Management of Attendance Framework.
4. To promote and evaluate the implementation of the Improving Working Lives Initiatives.
5. To provide collective and anonymous statistical information relating to staff absence and the reasons for such.
6. To promote the availability of the range of psychological & counselling services for staff to help them to resolve problems and develop coping strategies.
7. To promote awareness and availability of the Domestic Abuse Support Scheme.

E. The Responsibilities of the Trade Union Safety Representatives

1. To consult with their members on the issue of work-related stress including conducting workplace surveys and undertaking joint workplace inspections.
2. To work in partnership with Trust Managers to address stress in the workplace as outlined in this policy and through the Health and Wellbeing Action Plan.
3. To encourage their members to address stress related issues and access the range of support services outlined in Here 4 U.

F. The Responsibilities of the Health Improvement Team

1. To develop and evaluate a range of initiatives to improve health and well being for staff.

G. The Responsibilities of the Trust's Health & Safety Managers

1. To provide advice and guidance to managers and the Health & Well Being at Work Group on the Stress Management Standards and on the General Health & Safety Risk Assessment process.
2. To work in partnership with the Health & Wellbeing at Work Group in implementing the strategy/action plan.

H. The Responsibilities of all staff

1. Staff have a personal responsibility to themselves and others in seeking to manage excessive pressure and demands they feel are being placed on them Staff are expected to be aware of the impact of their behaviour at work on others.
2. Staff should support their colleagues if they are experiencing work-related stress or volunteer to raise the issue with management on their behalf.
3. Staff should inform their manager at an early stage of any stress related issue; particularly work-related that they feel may be adversely affecting themselves or their work. Where staff feel unable to report their concerns to their line manager, they should feel confident to approach any of the following:
 1. Staff Care
 2. The Occupational Health Service
 3. Human Resources Department
 4. Their GP
 5. Their Trade Union Side or Professional Body Representative
 6. Their Work Colleagues
 7. A Senior Manager within their Directorate
 8. The Trust's Chaplains
5. To raise any training and development needs they feel may have with their line manager, particularly during the agreement of their personal development plan.
6. To assist their manager in identifying the probable causes of their work-related stressors and in identifying and implementing possible solutions.
7. To familiarise themselves with the six Stress Management Standards in order to be able to contribute to discussions and risk assessments. See Section 7 of this policy for further details.
8. To consider opportunities for support and counselling, when recommended.

- To obtain a copy of Here4U and Mental Health Guidance – Support Services for Staff available from the Trust’s Hub.

4. KEY POLICY PRINCIPLES

4.1 Definitions

The Health & Safety Executive Northern Ireland (HSENI) defines **stress** as “the adverse reaction people have to excessive pressure or other types of demands placed on them. This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress that can be detrimental to health.

The **Management Standards** define the characteristics, or culture of an organisation where the risks from work-related stress are being effectively managed and controlled. The Management Standards cover the primary sources of stress at work. These are:

Demands – this includes issues such as workload, work patterns and the work environment.

Control – 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 – whether people understand their role within the organisation and if the organisation ensures they do not have conflicting roles.

Change – how organisational change is managed and communicated in the organisation.

Further details on the Management Standards for work-related stress, can be found at www.hse.gov.uk/stress and in the HSG218, “Managing the Causes of Work-Related Stress”.

Stress Survey Tool / Questionnaire

Information can be gathered from sickness absence data, exit interviews, team meetings, annual PCPs, results from other surveys to help identify any hot spots where work related stress is likely to be a particular problem and may also suggest what the likely underlying cause may be.

The Management Standards approach suggests using a survey. Evidence suggests that individual perceptions play an important role in predicting stress-related ill-health. The survey tool or stress questionnaire used should be both reliable (consistent) and valid (fit for purpose). The Business in the Community (BITC) Employee Wellness Tool, which includes the Health & Safety Executive (HSE) questions on workplace stressors and lifestyle questions can be used to support managers identify and manage stress within their Service Areas. There is a charge for this service.

Alternatively a number of staff in Learning & Development and Occupational Health Service have been trained to facilitate focus group discussion.

The Management of Attendance section of Human Resources, the Occupational Health Service or the Health & Safety Department can provide further advice on the appropriateness of these tools.

Further advice and information can be obtained from a member of the Health & Well Being at Work Group.

4.2 Key Policy Statements

The Trust accepts its responsibility as an employer to provide a safe and healthy working environment and recognises that this applies both to the physical and psychological wellbeing of staff.

1. The Trust accepts its responsibility as an employer to provide a safe and healthy working environment and recognises that this applies both to the physical and psychological wellbeing of staff.
2. The Trust recognises that staff can experience stress during their working lives and that it has a duty to assess the risk of stress related ill health, which can be associated with the workplace and to regularly review such risk assessments.
3. The Trust has a duty to take all reasonable and practical measures to prevent or minimise work-related stress.
4. To use evidence based Stress Management Standards to assess and manage workplace related stress
5. To work in partnership with managers, staff and their representatives, to continuously improve the recognition and management of work-related stress.
6. To promote the psychological wellbeing of our staff by integrating effective management, staff care and employment practices with the delivery of services
7. The Trust recognises that individuals need to take responsibility for their own general health & wellbeing.
8. The Trust recognises that by promoting psychological wellbeing in staff, this will improve not only the quality of staff's working lives but also the quality of care to service users.

5.0 IMPLEMENTATION OF POLICY

5.1 Dissemination

This Policy is required to be implemented by all Directorates

All Staff, Managers and Departments with specific responsibilities are required to comply with this Policy as detailed.

5.2 Resources

Responsibility for training requirements and other aspects associated with this policy are detailed in Section 3.0, Roles and Responsibilities (points B2, D1).

5.3 Exceptions

There are no exceptions.

6.0 MONITORING

It is the responsibility of the line manager to monitor attendance and absence due to stress related illness, to refer staff absent from work due to stress to the Occupational Health Service to ensure that staff receive training, information and guidance, to assist them in

their role to monitor hours of work, annual leave and breaks and to be alert to the warning signs of stress.

Working lives initiatives will be monitored by the Human Resources Department.

The Health & Well Being at Work Group will perform a pivotal role in ensuring that this Policy is implemented and will oversee monitoring of the Policy and other measures to reduce stress and promote workplace health & safety.

7.0 EVIDENCE BASE / REFERENCES

Managing the Causes of Work Related Stress – A Step by Step Approach Using the Management Standards, HSE, HSG218 – available from: www.hse.gov.uk
See page 49 for dealing with individual concerns.

Here 4U Booklet - copies of this document can be obtained from <http://intranet.belfasttrust.local/Pages/Corporate%20Information/Here4U.aspx>
This document refers to for examples the Domestic Abuse Support Scheme (a free confidential service), Macmillian Support, Staff Care, external support organisations and the role of Clinical Psychology.

Mental Health Guidance – support Services for Staff (on Hub) and Guidance for Managers on supporting staffs mental wellbeing (See Appendix 2)

Human Resources Policies -
(<http://intranet.belfasttrust.local/policies/Pages/Policies/Human%20resources.aspx>)

Belfast Risk, Audit & Assessment Tool (BRAAT) Standard 15. A copy of the BRAAT tool is available from:
<http://intranet.belfasttrust.local/layouts/OSSSearchResults.aspx?k=BRAAT&cs=This%20Site&u=http%3A%2F%2Fintranet.belfasttrust.local>

New on-line resource for Managing and Tackling Stress

The Health & Safety Executive in association with the Chartered Institute of Personnel and Development and Investors in People, have designed a series of tools to allow managers to assess whether they currently have the behaviours identified as effective for preventing and reducing stress at work; its aim is to help managers reflect on their behaviour and management style.

The tool contains online resources for managers to help them manage their staff in ways that prevent and reduce stress within the team. See the following link for further information: <http://www.hse.gov.uk/stress/mcit.htm?ebul=hsegen&cr=14/2--aug-12>

8.0 CONSULTATION PROCESS

This Policy was devised in collaboration with the Trust's Health & Safety Managers, Occupational Health Service, Human Resources Department and members of the Health & Well Being at Work Group.

Consultation with staff and their Trade Union Representatives during development and introduction of a policy is a legal requirement and it will also help to enhance employee relations, ref: Health & Safety (Consultation with Staff) Regulations (NI) 1996 and the Safety Representatives and Safety Committee Regulations (NI) 1979.

The Health & Safety Executive for Northern Ireland (HSENI) and British Medical Association were consulted on Version 1.

The Trust's Joint Health & Safety Committee and Directorates were consulted on the review of this Policy.

9.0 APPENDICES / ATTACHMENTS

Appendix 1 – Sample General Risk Assessment on Management of Stress (for Line Managers reference).

Appendix 2 – Guidance for Managers on Supporting the Mental Health & Wellbeing of their Staff

Appendix 3 – Individual Stress Risk Assessment

Appendix 4 – Guidance for Staff on looking after your Mental Health & Wellbeing

10.0 EQUALITY STATEMENT

In line with duties under the equality legislation (Section 75 of the Northern Ireland Act 1998), Targeting Social Need Initiative, Disability discrimination and the Human Rights Act 1998, an initial screening exercise to ascertain if this policy should be subject to a full impact assessment has been carried out.

The outcome of the Equality screening for this policy is:

Major impact

Minor impact

No impact.

SIGNATORIES



Name Dr Tony Stevens
Title Medical Director

Date: 30 January 2013



Name Mr Colm Donaghy
Title Chief Executive

Date: 30 January 2013

**THIS IS A SAMPLE GENERAL RISK ASSESSMENT FORM FOR TRAINING
& REFERENCES PURPOSES ONLY**

Local Ref No: (Name)/ 012



Appendix 1

**GENERAL RISK ASSESSMENT FORM AS REQUIRED BY THE MANAGEMENT OF
HEALTH & SAFETY REGULATIONS (NI) 2000 as amended**

Facility/Ward/Department: (Insert)

Assessment Completed By: (Name), Service Manager
(Name), Human Resources Manager
(Name), Lead Occupational Health Nurse
(Name), Trade Union Side

Date: 27th January 2012

(Names/Titles): (insert)

Brief Description of activity, location or equipment:

Absence or reduced performance due to work-related stress within (*name Department*)

Work-related stress absence currently accounted for 24% of all staff absence during 2011, with an average absence of 21 days. The Department's absence rate was 7.9% in January 12.

Description of Hazards	Persons Affected by the Work Activity and How	Existing Controls	Likelihood	Severity / Consequence	Risk Rating
Work-related stress	Staff are unable to work or work effectively due to work-related stress Other staff – due the increase in workload	The Business in The Community (BITC) Employee Well Being Survey was completed in January 12 and focus groups were facilitated by Learning & Development in March 12. Copies of the HERE for U booklet have been distributed to all staff Staff absent due to work related stress are referred to the Occupational Health Department All staff are made aware of the support	4 (Likely)	4 (Major)	16 (High Risk)

**THIS IS A SAMPLE GENERAL RISK ASSESSMENT FORM FOR TRAINING
& REFERENCES PURPOSES ONLY**

Local Ref No: (Name)/ 012



		<p>services provided by Staff Care</p> <p>All new staff attend Corporate Induction and received local induction and supervision</p> <p>Monthly staff meetings are held and minutes are available</p> <p>New Trust Policies & Chief Executive's briefings are placed on staff notice boards</p> <p>Return to work interviews</p> <p>Absence Management Training for Managers including stress risk assessment, HSE Stress Management Standards – March/April 2010.</p>			
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NOTE: There are also specific risk assessment forms for specific Health & Safety issues such as Substances Hazardous to Health (COSHH), Display Screen Equipment Self Assessment Form, Manual Handling Risk Assessment Form (which includes Patient & Load Handling) for particular clients or clinical issues.

Action Plan

Sources of Information / Persons Consulted	Further Action if necessary to control the Risk	Person/s responsible for Co-Ordinating implementation of the Action.	Recommended Timescales	Date Completed	Revised Risk Rating
<p>Management of Attendance Absence Reports</p> <p>Occupational Health Referrals</p> <p>Return to Work Interviews</p> <p>Action plan arising out of the BITC Employee Well Being Survey and subsequent focus groups, March 12</p> <p>Specific sections within the Human Resources Department</p> <ul style="list-style-type: none"> - Management of Attendance - Improving Working Lives - Learning & Development - Health & Social Inequalities <p>Management/HR Training programmes on TAS</p>	<ol style="list-style-type: none"> 1. To implement the findings of the Employee Well Being Survey Tool and action plan arising from the subsequent focus groups 2. To liaise with the Improving Working Lives Team (Human Resources) to deliver a session for the Department on the Trust Policies to advise staff of the options to balance their work and home life 3. To ensure that all staff have clear job roles and responsibilities. <ul style="list-style-type: none"> - A KSF Outline should be developed for all job roles - All Staff should have a Personal Contribution and Personal and Personal Development Plan 4. To discuss the requirements of the Trust's Policies on: <ul style="list-style-type: none"> • Harmonious Working Environment • Working Well Together • Harassment • at the next 3 staff meetings. 5. To arrange for all staff to receive mandatory training in Equal Opportunities & Managing Diversity. 	<p>(Name), Service Manager (Name), Department Manager</p> <p>(Name), Department Manager</p> <p>(Name), Department Manager and (Name) Deputies</p> <p>(Name), Deputy Manager</p> <p>(Name), Deputy Manager</p>	<p>By end of June 12</p> <p>11th June 2012 staff Meeting</p> <p>By end of May 12</p> <p>Staff Meetings Suring April, May & June 12</p> <p>April – September 12</p>	<p>June 12</p> <p>11th June 2012</p> <p>12th June 12</p> <p>14th April 12 23rd May 12 11th June 12</p> <p>Staff attended sessions in April, May, June and September 12</p>	<p>3 (Possible) X 4 (Major) = 12 (High Risk)</p> <p>By Sept 12</p> <p>Absence due to work related stress has reduced to 12% of all absence. Overall absence has reduced to 6.2%.</p>

<p>Guidance on KSF/PCF</p> <p>Occupational Health Service</p> <p>Partnered Health & Safety Manager</p> <p>Trust Policies on:</p> <ul style="list-style-type: none"> • Management of Stress, Health & Well Being • Harmonious Working • Working Well Together • Harassment <p>Health & Safety Executive (HSE) Stress Management Standards relating to</p> <ul style="list-style-type: none"> • Demands • Control • Relationships • Role • Support • Change <p>www.hse.gov.uk/stress</p> <p>Managing the Causes of Work Related Stress – A step by step approach using the Management Standards</p>	<p>6. To consider new mechanisms to effectively communicate with the staff & involve staff in decisions affecting their role, such as a staff information/communication file, PC for staff to access the intranet, and to access e-learning programmes. Consult with staff regarding plans to introduce new teams and shift arrangements.</p> <p>7. Training for new team leaders and deputies managers in HR Processes, Team Building and KSF/PCP's.</p> <p>8. To make relevant Learning & Development and Health Improvement programmes available to staff e.g. Coping with Change, Developing Personal Resilience, Personal Effectiveness, Living Life to the Full, Top Tips for Looking after Yourself.</p>	<p>(Name), Department Manager</p> <p>(Name) Department Manager</p> <p>(Name) Department Manager</p>	<p>April/May 12</p> <p>May 12</p> <p>May 12</p>	<p>June 12</p> <p>Staff attended training in May, June and September 12</p> <p>Staff attended training in May, June and September 12</p>	
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Please ensure that you:

1. Communicate this risk assessment with the staff and others affected by the work assessed.
2. Monitor the implementation of any further action identified.
3. Monitor the continued implementation of existing controls.
4. Revise the Risk Rating when additional actions have been implemented.
5. Retain this Risk Assessment in your Health & Safety Policy & Documentation folders.
6. When further action has been identified it is good practice to set a date shortly after measures are likely to be implemented. This will enable you to assess their effectiveness in reducing risk.
7. Review your risk assessment at least every two years or more frequently if required.
In certain circumstances it will be necessary to undertake a new assessment eg. following an Accident/Incident, new legislation/guidance/best practice, changes in work activities/location, new hazards/activities identified.

KEY TO RISK RATING: Likelihood x Severity/Consequence = Risk Rating

Likelihood

- 1 Rare
- 2 Unlikely
- 3 Possible
- 4 Likely
- 5 Almost Certain

Severity / Consequence

- 1 Insignificant
- 2 Minor
- 3 Moderate
- 4 Major
- 5 Catastrophic

Risk Rating

- Low Risk (Green)**
- Medium Risk (Yellow)**
- High Risk (Amber)**
- Extreme Risk (Red)**

**(See Risk Management Strategy
on Belfast Trust Intranet for
Risk Rating Tables)**

Line Manager Signature _____

Date _____

Initial Review Date: _____

What reasonable adjustments can be made?

Under the DDA 1995 as amended by the (NI) Order 2006, employers have a duty to consider reasonable adjustments which could be implemented to ensure the employees ability to continue to work.

They may include:

- Modifying the job role
- Adapting the working environment
- The introduction of technological aids
- Increasing supervisory considerations and having a mentor
- Having time off to attend appointments.

TYPES OF TREATMENT

Psychological therapies

These are talking therapies, when you work with a therapist to try to better understand your current difficulties and to find ways of coping with them. They include cognitive behavioural therapy (CBT). An online CBT program for depression called 'Beating The Blues' can also be accessed through referral from GPs.

Medication

These are drugs which may be prescribed to treat a number of mental health issues by altering the brain chemistry. There can be a number of side effects to these which should be taken into consideration.

Specialist services

These include different types of therapy including social work, community psychiatric nurses, occupational therapy, art therapy, drama therapy and music therapy, aimed to improve mental health and sense of well being, which can be accessed through the local mental health team.

People suffering from stress or mental illness may use a combination of these treatments and these will need to be taken into consideration when making reasonable adjustments.

RESOURCES FOR MANAGERS

There are a range of excellent resources available that you can access. These provide detailed information and guidance which should assist you in supporting and encouraging your staff.

- Managing the Causes of Work Related Stress – Guide for Managers: HSG218 www.hse.gov.uk/stress/standards
- Health Promotion Agency: Promoting Positive Mental Health at Work: A guide for Employers [http://www.healthpromotionagency.org.uk/Resources/mental/pdfs/Promoting mental health work place.pdf](http://www.healthpromotionagency.org.uk/Resources/mental/pdfs/Promoting%20mental%20health%20work%20place.pdf)
- Mind For Better Mental Health: mindingyourhead.info
- Northern Ireland Association for Mental Health: <http://www.niamh.co.uk/>
- Mindwise: 028 9024 8006 <http://mindwisenv.org/>

- Time to change campaign: www.time-to-change.org.uk
- Employers for Disability: <http://efdni.org/>
- Belfast Trust Policy and Procedural Arrangements relating to the Management of Stress, Health and Well Being – found on the Hub: [http://intranet.belfasttrust.local/policies/Documents/Management of Stress, Health and Well Being.pdf](http://intranet.belfasttrust.local/policies/Documents/Management%20of%20Stress,%20Health%20and%20Well%20Being.pdf)
- Here 4 U – support services available to staff
- Mental health Guidance, Support Services for Staff.

If you would like to access further information and advice or have the opportunity to discuss particular issues please contact any of the following:

- Occupational Health: 2nd Floor, McKinney House, Musgrave Park Hospital, Stockman's Lane, Belfast Tel: 028 9504 0401
- Human Resources: 4th Floor, McKinney House, Musgrave Park Hospital, Stockman's Lane, Belfast Tel: 028 9504 6578
- Health & Safety: 6th Floor, McKinney House, Musgrave Park Hospital, Stockman's Lane, Tel: 028 9504 8665
- Mental Health First Aid Training: Tel: 028 9056 5421





The aim of this leaflet is to provide guidance and sources of information to managers to assist them in supporting the psychological well-being of their staff. As a manager you are not expected to diagnose and treat staff, however, as mental ill health/ stress is one of the main causes of absence within the Belfast Trust, you do have responsibility to ensure your staff's health and wellbeing at work.

STEPS MANAGERS CAN TAKE TO ENSURE GOOD MENTAL HEALTH

Managing stress in the workplace

Good mental health is essential for satisfactory health and well being. Various factors outside of work can cause stress and increase the risk of developing or worsening existing mental health problems. Workplace factors can also impact on a person's mental health and as a manager there are some steps you can take to manage these in the workplace.

- Talk to your staff & let them know that it is safe for them to discuss mental health problems
- Refer to the Belfast Trust Policy & Procedural Arrangements relating to the Management of Stress, Health & Wellbeing
- Document your discussion and findings using the individual stress risk assessment, where relevant
- Eliminate any unnecessary stressors where possible, encourage regular breaks and

discourage excessive hours.

- Make sure staff are aware of Mental Health Guidance Booklet for Staff and the Here 4 U booklet
- Access Occupational Health Services
- Suggest that staff attend training found in the Mental Health Promotion/ Suicide Prevention Training Guide, 2013
- Arrange for a Stress Survey (see policy for further details).

Symptom spotting

You may be able to identify some signs of stress or mental ill health in your staff. You may notice a change in personality and behaviour and below are a few examples of signs to look out for, however each person with a mental health condition will present uniquely and therefore may show different signs.

- Low mood and fatigue (which may be indicated by changes in usual behaviour eg. in performance, in interactions with others or in presentation)
- Deterioration in personal hygiene/appearance – signs of self neglect
- Increased restlessness, irritability or aggressive language
- Any visible signs of self harm – contact Emergency Services if in immediate danger or Samaritans on 028 9066 4422

- 'Odd' behaviour – excessive routines, withdrawn and in 'a world of their own', eg. laughing/talking to themselves.

How to start a conversation with staff about stress & mental health

- It's important that you speak to your member of staff if you know or suspect that they might be feeling under stress or struggling with their mental health
- Ensure you have access to a private space, where you will not be interrupted and allocate sufficient time
- Ask your staff member for their consent to talk about stress/mental health
- Be sensitive and empathic
- Use open questions and neutral language. For example, you may wish to start by asking the individual how things are for them at the minute or how they feel they are doing at work
- Avoid making a diagnosis of a perceived mental health condition
- Reassure your member of staff of their value within the service
- Respect and maintain confidentiality
- Agree to meet again to review the situation.

The role of the Occupational Health Service

The Trust provides a comprehensive Occupational Health Service. The aim of the service is to address the impact of work on health and of health on work.

The Occupational Health Service is available to provide all employees with confidential and impartial advice and support on issues such as workplace health, rehabilitation after ill health and health monitoring. The service has a multi-disciplinary team including medical, nursing, physiotherapy, occupational therapy and clinical psychology staff. All employees can self-refer or request a referral through their line manager.

During time off and planning a return to work

- Staff absence due to mental health conditions and stress should be managed in the same way as any other ill health absence
- Link in with Occupational Health Service for advice
- Keep in touch while staff are off work.
- Use the option of a phased return to work
- Ensure the team are supportive of the person (remembering limits of confidentiality).

BELFAST HEALTH & SOCIAL CARE TRUST INDIVIDUAL STRESS RISK ASSESSMENT – PART A*Notes to staff:*

- ❖ You are **invited** to use this form to help you to identify and manage work-related stress; you can “do your bit” for managing work-related stress by completing and sharing this form with your manager. If they don’t know there’s a problem they can’t help.
- ❖ You don’t have to answer every question – only answer those questions that you find **helpful**.
- ❖ If you don’t feel able to talk directly to your manager about a work-related concern, **ask** a colleague or other representative to raise the issue on your behalf. Sources of advice and support are listed in the Trust’s Here4U booklet, obtainable from the Hub.

Notes to manager:

You should offer your staff the opportunity to complete this individual assessment on stress:

- √ When a member of staff has been off sick with work-related stress (as part of the **return to work** interview).
- √ Where you believe that an individual or team are likely to be suffering from **work-related** stress;
- ❖ Alternatively please refer to the **Trust’s Policy on the Prevention & Management of Stress, Health & Well Being** for details of how to organise a survey with an independent provider working in partnership with the Trust – Business in the Community (BITC) who can provide you and your staff access to an Employee Wellness Tool which will collate the results into a report (please note that there is a charge for this service).
- ❖ When you and your staff have completed the questions, develop an action plan/s using the Trust’s General Health & Safety Risk Assessment form (Part B) to address any areas of concern and review this on a regular basis. (See TAS for details on General Health & Safety Risk Assessment Courses).

Sources of further information:

Samantha Whann, Human Resources Attendance Management, tel: 028 9504 8578 Email: Samantha.whann@belfasttrust.hscni.net

Caroline Parkes, Occupational Health Manager, Tel: 028 9504 8992, Email: caroline.parkes@belfasttrust.hscni.net

Karen Cunningham, Lead Health & Safety Manager, Tel: 028 9504 8665, Email: karen.cunningham@belfasttrust.hscni.net

Your name: _____

Ward / Dept / Facility: _____

Your Manager: _____

Date: _____

DEMANDS: this includes issues such as workload, work patterns and the work environment

Are you able to cope with the demands of your job?

Guidance: Unachievable deadlines/time pressures, intensive work, neglecting important tasks, fast pace of work

Do you take the breaks you are entitled to at work?

Guidance: Belfast Trust Guidance on the Working Time Regulations

<http://intranet.belfasttrust.local/directorates/hr/Documents/Working%20Time%20Regulations%20Guidance%20for%20Managers.doc>.

Working very long hours, unable to take sufficient breaks and when these are taken

Desired states = Where possible, staff have control over their pace of work

The Trust provides staff with achievable demands in relation to the agreed hours of work

Do you require any particular training to acquire the skills to help you do your job?

Guidance: This not only includes attendance at courses. Discuss other development opportunities with your line manager as part of your PDP.

Desired states = People's skills and abilities are matched to the job demands **and** Jobs are designed to be within the capabilities of employees

Are there any problems with your work environment? If yes, please describe:

Guidance: <http://intranet.belfasttrust.local/policies/Pages/Policies/Medical%20Directorate.aspx>

Belfast Trust Health & Safety Policies

Desired state = Staff's concerns about their work environment are addressed

CONTROL: how much say you have in the way you do your work

How could you have more say about how your job is done?

Guidance: Choice as to break times, work speed, how and in what way work is completed, flexible working time

How could you be more included in decision making in the team?

How could your skills be better utilized at work?

Desired states = Staff are encouraged to use their skills and initiative to do their work and the organisation encourages staff to develop their skills.
Where possible, staff are encouraged to develop new skills to help them undertake new and challenging pieces of work.
Staff have control over the pace of their work and a say as to when breaks are taken. Staff are consulted on work patterns.

SUPPORT: this includes the encouragement, sponsorship and resources provided by the Trust, your manager and your colleagues

How could your line manager better support you to do your job?

Guidance: Receive supportive feedback, line manager encouragement, help with work problems, support with emotionally demanding work and when annoyed or upset

How could your colleagues better support you to do your job?

Guidance: Help, support and respect from colleagues with work related problems.

Do you feel you have a healthy work-life balance? If not how could you improve this?

Guidance: Work-life balance, flexible working policies and arrangements

<http://intranet.belfasttrust.local/policies/Documents/Work%20Life%20Balance%20policy.pdf>

Trust sources of support are detailed in Here4U and the Trust Policy on Prevention & Management of Stress, Health & Well Being

Desired state = Staff feel supported at work and receive regular and constructive feedback. Staff know what support is available and how to access

RELATIONSHIPS: promoting positive working to avoid conflict and dealing with unacceptable behaviour

How could communication in the team be improved?

Guidance: Strained relationships at work and interpersonal issues between colleagues.

If you feel that you are experiencing harassment at work, what parts of the Trust’s Policy on Harassment could help?

Guidance: Subject to personal harassment or bullying.

- Learning & Development courses include:
- Coping with Change
- Developing your Team
- Managing People Performance
- Developing Personal Effectiveness in the Workplace
- Coaching Skills
- Communications Skills

(See TAS for Details)

Desired state = Staff share information relevant to their work
 The Trust promotes positive behaviour at work to avoid conflict and ensure fairness.
 The Trust has agreed policies and procedures to prevent or resolve unacceptable behaviour and report.

ROLE: ensuring that your role is clear and that you do not have conflicting roles

Are you clear about your roles and responsibilities at work? If not, please explain:

Guidance: Clear expectations at work, know how to get the job done, clear duties and responsibilities, goals and objections and how work fits in with the overall aim of the organisation.

Do you feel that there is any ambiguity or confusion (role conflict) in your job? If yes, please describe:

Guidance: Clear expectations at work, know how to get the job done, clear duties and responsibilities, goals and objections and how work fits in with the overall aim of the organisation.

Desired state: The Trust ensures that, as far as possible, the different requirements it places upon staff are compatible and clear and provides information to enable staff to understand their roles and responsibilities and how to raise concerns about any uncertainties or conflicts they have about their role.

CHANGE: how organisational change is managed and communicated

How could your line manager better support you during change at work?

How could the organisation better support you during change at work?

Guidance: Management of staff affected by organisational change and staff redeployment protocol <http://intranet.belfasttrust.local/policies/Documents/Redeployment%20Policy.pdf> .
 Checklist for managing a change project.
 The Trust’s Learning & Development Department provide training on “coping with change” a 1 day programme, which covers dealing with change, how to keep positive during change, reducing your stress, focusing on goals and managing emotions. (programme takes place approx. 4 times per year) and “Making changes in the Belfast Trust” – available to book on TAS <http://belweb02.belfasttrust.local:8088/tas/HomePage.aspx>

Desired states: The organisation provided employees with timely information to enable them to understand the reasons for proposed changes;
 Staff are aware of the probable impact of any changes to their jobs;
 Staff are aware of timetables for changes;
 Staff have access to relevant support during changes and
 If necessary, employees are given training to support any changes in their jobs.
 The Trust provides adequate opportunity for consultation on proposed changes.

Thank you! You and your manager should develop an **action plan** using the General Health & Safety Risk Assessment form to address any areas of concern (copy overleaf).

Acknowledgement: University Hospitals Birmingham, NHS Foundation Trust

GENERAL RISK ASSESSMENT FORM AS REQUIRED BY THE MANAGEMENT OF HEALTH & SAFETY REGULATIONS (NI) 2000 as amended

Facility/Ward/Department: _____ Assessment Completed By: _____

Date: _____ (Names/Titles): _____

Brief Description of activity, location or equipment:

Description of Hazards	Persons Affected by the Work Activity and How	Existing Controls	Likelihood	Severity / Consequence	Risk Rating

NOTE: There are also specific risk assessment forms for specific Health & Safety issues such as Substances Hazardous to Health (COSHH), Display Screen Equipment Self Assessment Form, Manual Handling Risk Assessment Form (which includes Patient & Load Handling) for particular clients or clinical issues.

Action Plan

Sources of Information / Persons Consulted	Further Action if necessary to control the Risk	Person/s responsible for Co-Ordinating implementation of the Action.	Recommended Timescales	Date Completed	Revised Risk Rating

Please ensure that you:

2. Communicate this risk assessment with the staff and others affected by the work assessed.
3. Monitor the continued implementation of existing controls.
5. Retain this Risk Assessment in your Health & Safety Policy & Documentation folders.
7. Review your risk assessment at least every two years or more frequently if required.
In certain circumstances it will be necessary to undertake a new assessment eg. following an Accident/Incident, new legislation/guidance/best practice, changes in work activities/location, new hazards/activities identified.
2. Monitor the implementation of any further action identified.
4. Revise the Risk Rating when additional actions have been implemented.
6. When further action has been identified it is good practice to set a date shortly after measures are likely to be implemented. This will enable you to assess their effectiveness in reducing risk.

KEY TO RISK RATING: Likelihood x Severity/Consequence = Risk Rating

Likelihood

- 1 Rare
- 2 Unlikely
- 3 Possible
- 4 Likely
- 5 Almost Certain

Severity / Consequence

- 1 Insignificant
- 2 Minor
- 3 Moderate
- 4 Major
- 5 Catastrophic

Risk Rating

- Low Risk (Green)**
Medium Risk (Yellow)
High Risk (Amber)
Extreme Risk (Red)

(See Risk Management Strategy on Belfast Trust Intranet for Risk Rating Tables)

Line Manager Signature _____

Date _____

Initial Review Date: _____



As part of its Health and Well Being Action Plan the Trust is committed to supporting staff who are experiencing stress or mental ill health. As many as 1 in 4 people will suffer from a mental health condition at some point in their lives.

The purpose of this resource is to signpost staff to a range of services that are available both internally and externally to the Trust and to raise awareness. There are many support networks available some of which are listed in this document. The Trust has also developed Guidance for Managers to raise their awareness of stress and mental health conditions and to support them in the management of their staff.

The Trust is committed to ensuring that you feel comfortable to talk to your manager, human resources or occupational health department if you are feeling unwell and need support. You will be supported to stay in work as long as you are fit to do so and should you need to take time off reasonable adjustments supporting your return to work will be considered.

In order to recover from your stress or mental health condition you need to firstly seek help. The Trust would urge you to use the contacts listed in this resource if you or someone you know is unwell. Often seeking help is difficult but is the first step in recovery. This document aims to help you or someone you know to make this first step.

‘Talking about mental health problems should be as easy as talking about physical health problems – you wouldn’t be ashamed or scared to tell someone you were ill would you? Being open about mental health goes a long way to breaking down the stigma. It’s time to talk, it’s ‘Time to Change’

Davina McCall—Time To Change Website

There are many strategies that you can put in place to help maintain good mental health and to reduce stress levels. Some helpful hints to support mental wellbeing are:

- Talking about your feelings to someone you trust
- Exercising for around 30 minutes a day
- Eating well – a healthy well balanced diet
- Drinking sensibly and avoiding addictive substances
- Keeping in touch with friends
- Taking occasional breaks to relax
- Doing something you are good at to boost your self esteem
- Accepting who you are
- Giving something back to your community
- Working – it gives you a routine, company and a sense of purpose
- Talking to your GP who can refer you to counselling, psychiatric services, self harm and suicide prevention services as necessary.



Tips on how to relax

- Deep breathing – taking 3-5 minutes, this involves breathing in and out slowly and in a regular rhythm to calm you down
- Deep muscle relaxation – taking around 20 minutes this includes stretching different muscles in turn and then relaxing them to release tension from the body and relax your mind.

Techniques for both of these methods can be found on the NHS Choices website: <http://www.nhs.uk/Conditions/stress-anxiety-depression/Pages/ways-relieve-stress.aspx>

If you have limited time you could try:

- Squeezing a stress ball
- Doing something creative
- Writing down how you feel
- Going for a walk
- Listening to some relaxing music
- Talking it over with a friend over a hot beverage.



What to look out for if you are worried about your own or someone else's mental health

You may notice a change in personality and behaviour and below are a few examples of signs to look out for, however each person with a mental health condition will present uniquely and therefore may show different signs.

- Low mood and fatigue (which may be indicated by changes in usual behaviour eg. in performance, in interactions with others or in presentation)
- Deterioration in personal hygiene/ appearance – signs of self neglect
- Increased restlessness, irritability or aggressive language
- Any visible signs of self harm – contact emergency services if in immediate danger or Samaritans on 028 9066 4422
- 'Odd' behaviour – excessive routines, withdrawn and in 'a world of their own', eg. laughing/ talking to themselves.

TYPES OF TREATMENT AVAILABLE FOR MENTAL HEALTH CONDITIONS

Psychological therapies

These are talking therapies, when you work with a therapist to try to better understand your current difficulties and to find ways of coping with them. They include Cognitive Behavioural Therapy (CBT). An online CBT program for depression called 'Beating The Blues' can also be accessed through referral from GPs.

Medication

These are drugs that may be prescribed to treat a number of mental health issues by altering the brain chemistry. There can be a number of side effects to these which should be taken into consideration.

Specialist services

These include different types of therapy including social work, community psychiatric nurses, occupational therapy, art therapy, drama therapy and music therapy, aimed to improve mental health and sense of well being, which can be accessed through the local mental health team.

INTERNAL SUPPORT IN THE TRUST

Occupational health

The Trust provides a comprehensive occupational health service. The aim of the service is to address the impact of work on health and of health on work.

The occupational health service is available to provide all employees with confidential and impartial advice and support on issues such as workplace health, rehabilitation after ill health and health monitoring. The service has a multi-disciplinary team including medical, nursing, physiotherapy, occupational therapy and clinical psychology staff. All employees can self-refer or request a referral through their line manager.

Telephone: 028 9504 0401

Email address: occupationalhealth@belfasttrust.hscni.net

Staffcare

Each of us, at some stage in our lives, will experience challenges in our work or personal life. Staffcare provides free confidential counselling and support for the staff of Belfast HSC Trust. You can call the Staffcare Careline at any time, day or night, and speak with a counsellor.

Staffcare can offer you immediate telephone counselling support, or arrange for you to meet face to face with a counsellor in a

convenient and anonymous setting. We offer a short-term (up to 4 sessions), future-focused approach to counselling.

Telephone: 0800 7313674

The [Here 4 U Guide](#) provides information on support services for staff to improve their health and wellbeing.

The [Guidance for Managers on supporting the Mental Health & Wellbeing of their Staff](#) leaflet provides information for managers on how to support their staff with mental health issues.

Mental health improvement

The health improvement department also works with Trust staff in providing training programmes specifically aimed at improving mental health. These include:

- Developing Personal Resilience Training Course which can be accessed through TAS
- Mental Health First Aid training programme
- Top tips for looking after yourself
- Living life to the full
- safeTALK – suicide alertness for everyone
- ASIST (Applied Suicide Intervention Skills Training).

Contact details: Health improvement, Glen Villa, KHCP
Tel. 028 9056 5421 health.improvement@belfasttrust.hscni.net

Clinical psychology

The clinical psychology service within the Belfast Trust offers on going support services to staff across the Trust. In addition to the specialist occupational health psychology services, all clinical psychologists working within specialist teams or clinical services are

available to help staff manage the stresses and challenges of their everyday work.

Clinical psychologists offer a range of support services including: training and supervision in how to deal with complex emotionally or behaviourally challenging work; team de-briefing exercises following traumatic cases or bereavement; individual consultations, where staff find it useful to discuss their reactions and emotions on a one to one basis.

Any manager, clinician or staff member may approach the Department to access support services provided by the clinical psychologists.

Head of Clinical Psychology Service: 9063 6608

INTERNAL SUPPORT IN THE TRUST

The internal support listed below while not directly dealing with those with stress or a mental health condition will provide support to those dealing with an issue which directly impacts on mental health.

Chaplaincy

Whether people have a religious faith or none, they might want to talk with a member of the chaplaincy team. The chaplains offer spiritual, religious and pastoral help and support to all who need and request it (patients/family/staff).

Chaplains are part of the wider healthcare team. The service they offer is confidential and non-judgmental and is available to everyone, irrespective of faith or background. Chaplains regularly visit the hospital wards. At other times contact your local switchboard who will have the chaplaincy contact details. The acute sites have chaplains on-call 24/7.

Most sites also have facilities for prayer and reflection. For further information contact a chaplain known to you or the Trust lead chaplain:

Lead chaplain, 1st Floor, East Wing, RVH
Tel. 028 9063 2045 Mob. 07919 892477

Carer support services

For information and advice for staff who have a caring role for an adult or child who is ill, frail or disabled. Contact:

Carers co-ordinator

Glen Villa, Knockbracken Health Care Park
Saintfield Road, Belfast, BT8 8BH

Tel. 028 9056 4937

or

Carers co-ordinator

Grove Well-being centre, 120 York Road, Belfast, BT15 3HF

Tel. 9063 6800

Human resources

The HR department offers a wide range of services for staff. Further information is available on the HR policies section of the Trust intranet.

Work/Life Balance, Special Leave and Flexible Working Policies -

These are designed to provide staff with a range of flexible working arrangements to enable them to balance both home and work commitments and improve their working lives. Policies include: Compressed Hours; Part-time Working; Flexitime; Job Sharing; Home Working; Term-time; Flexible Retirement and Employment Break policies.

Contact: Improving Working Lives section

HR Tel. 028 9004 8554

Refer to HR policies on the HUB

Domestic Abuse Support Scheme

The Domestic Violence and Abuse Workplace Policy outlines the Trust's commitment to providing a harmonious and supportive working environment for staff affected by domestic violence/abuse. This Policy has been developed to provide support and practical information for employees of the Belfast Health and Social Care Trust who are experiencing or witnessing domestic abuse/violence.

Contact Tel. 028 9504 8667 or Tel. 028 9056 5369

Macmillan Support & Information Centre at Belfast City Hospital

This Trust facility provides information and support, free of charge, to people affected by cancer. Friends of the Cancer Centre fund an activity programme at the centre to support health and wellbeing through exercise and relaxation. Some classes are open to the carers of oncology and haematology patients, including Inner Peace Meditation, Tai Chi and Meditation & Visualisation.

To book a place on these free classes and for further information please contact Macmillan Support & Information Centre, BCH, 77-81 Lisburn Road, Belfast, BT9 7AB
Tel. 028 9069 9201, BCH ext 5210
Email: cancer.info@belfasttrust.hscni.net

NICaN: NI Cancer Network www.cancerni.net

NICaN have developed a patient information resource "Cancer services for patients, carers, families and friends" (also known as the Signposting Handbook) which contains information on services available from charities/voluntary sector including hospices. This resource is available from the Macmillan Support & Information Centre. The NICaN website includes a comprehensive section of information about cancer and a services database which includes

further information on individual HPSS services and teams.

EXTERNAL SUPPORT & SOURCES OF SUPPORT

Emergency Helplines

There are many services which can be accessed externally to the Trust. A number of these services are listed below however it should be remembered that this is not an exhaustive list.

Lifeline – Lifeline provides people in crisis or distress free and immediate access to expert assessment, counselling and support. Lifeline also welcomes calls from friends and carers seeking help for loved ones and professionals making third party referrals.

Tel. 0808 808 8000
Website: www.lifelinehelpline.info

Samaritans – Samaritans is available 24 hours a day to provide confidential emotional support for people who are experiencing feelings of distress or despair, including those which may lead to suicide.

Tel. 028 9066 4422 Helpline: 08457 90 90 90
Website: <http://www.samaritans.org>

GENERAL MENTAL HEALTH

Mindwise: provides information on mental illness, living with mental illness and provide community services to those who have mental health conditions.

Tel. 028 9040 2323
Email: info@mindwisenv.org

NIAMH (Northern Ireland Association for Mental Health):

Niamh includes:

- Beacon which provides support services to people with experience of mental illness through supported housing, day support and advocacy services
- Compass which provides an evidence base upon which Niamh's services are based through undertaking innovative research in topics such as suicide, mental health service evaluation and mental health needs assessment.

Address: 80 University Street, Belfast BT7 1HE
Tel. 028 9032 8474

Praxis: Praxis is a charity which operates to provide support for those suffering from mental ill health along with a brain injury or learning disability.

Address: Praxis Care, 25-31 Lisburn Road, Belfast, BT9 7AA
Tel. 028 9023 4555
Email: info@praxiscare.org.uk

ADDICTIONS

Alcoholics Anonymous: Alcoholics Anonymous is a fellowship of men and women who share their experience, strength and hope with each other that they may solve their common problem and help others to recover from alcoholism.

Helpline phone: 028 9043 4848 (Mon - Fri 9am - 5pm; Sat / Sun 9am - 10pm)
<http://www.alcoholics-anonymous.org.uk>

FASA: FASA provide a specialist service for people with substance abuse, suicide and self harm within Northern Ireland.

Helpline phone: 028 90 80 30 40

Email: info@fasaonline.org

AddictionNI: Addiction NI provides support and treatment to people affected by alcohol or drug addiction.

Tel. 02890 664434

ANXIETY/ PHOBIAS/ OCD

Anxiety UK: Anxiety UK is a charity that gives advice to those suffering from anxiety related disorders including phobias and OCD.

Website: www.anxietyuk.org.uk

No Panic: No Panic is a voluntary charity which helps people who suffer from panic attacks, phobias, obsessive compulsive disorders and other related anxiety disorders including those people who are trying to give up tranquillisers.

Tel. 0800 138 8889

Email: <http://www.nopanic.org.uk/>

OCD Action: Provide support and information to anybody affected by OCD, works to raise awareness of the disorder among the public and frontline healthcare workers and strives to secure a better deal for people with OCD.

Tel. 0845 390 6232 / 020 7253 2664

Email: support@ocdaction.org.uk

Northern Ireland Agoraphobia and Anxiety Society (NIASS): provides counselling, advice and support for people who suffer from phobias, panic attacks and anxieties.

Tel. 08451 228625

BEREAVEMENT

CRUSE: is committed to breaking the stigma around grief and ensuring that everyone, no matter how old or young, can access the highest quality support following a bereavement. Not only does Cruse provide a telephone helpline and the useful information you will find on this website, but their trained volunteers provide face-to-face support and practical advice in branches across Northern Ireland.

Tel. 028 9023 2695

Email: helpline@cruse.org.uk

BEREAVEMENT BY SUICIDE

PIPS Programmes: is a not-for-profit social enterprise which has developed suicide prevention and awareness training; their training is aimed at ordinary members of the community and gives practical skills based training in suicide prevention

Tel. 028 9028 7836

Email: info@pipsprogrammes.com

BIPOLAR DISORDER

Royal College of Psychiatrists: This website provides information about the condition of bipolar disorder and treatment methods.

Website: <http://www.rcpsych.ac.uk/expertadvice/problems/bipolardisorder.aspx>

CARERS FOR THOSE WITH A MENTAL HEALTH PROBLEM

Carers NI: is a charity set up to help the millions of people who care for family or friends. They provide information and advice about caring alongside practical and emotional support for carers.

Tel. 02890 439 843

Email: <http://www.carersuk.org/northernireland>

Cause: Provides practical and emotional support to relatives and carers of people with serious mental illness.

Helpline Phone: 0845 603 0291

Email: info@cause.org.uk

Crossroads Caring for Carers: has provided respite care for carers, who provide care for an elderly, frail, ill or disabled friend or relative. Crossroads aim to meet the needs of carers by providing them with a much-needed break whilst providing peace of mind that their loved one is well taken care of by a Crossroads care attendant.

Tel. 028 9181 4455

Email: mail@crossroadscare.co.uk

DEPRESSION

Aware Defeat Depression: Aware Defeat Depression offers help and support for people experiencing depression and bipolar disorder, as well as their carers, family and friends. They run a network of 20 self help support groups across the country. Aware also operates a telephone helpline service and an email help service.

Tel. 028 9035 7820 Helpline: 08451 20 29 61 (9am -1pm Mon - Fri)

Email address

Email: help@aware-ni.org

Website: <http://www.aware-ni.org.uk>

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EATING DISORDERS

BEAT: Beating Eating Disorders: Beat is an organisation set up for those with eating disorders. There is a helpline open Monday to Friday, 10.30am to 8.30pm and Saturdays 1.00 pm - 4.30pm.

Phone: 0845 634 1414

Email: help@b-eat.co.uk

Eating Disorders Association NI: is run by a group of dedicated volunteers who have either experienced an eating disorder themselves or have helped a loved one through it. Having this experience they can offer the sufferer or the carer some friendly advice and can listen with understanding and empathy.

Tel. 028 9023 5959

Email: edani@btconnect.com

SUPPORT GROUPS FOR THOSE LIVING WITH MENTAL HEALTH CONDITIONS

LAMP (Life after mental health problems): Mental health service user group covering any issue that is affecting their mental health well being.

QUB - provide advocacy to clients who are in distress and their carers through LAMP.

Tel. 028 9024 2982

Email: lampgroup@hotmail.com

PTSD (Post Traumatic Stress Disorder)

Royal College of Psychiatrists: This website provides information about the condition of PTSD and treatment methods.

Website: <http://www.rcpsych.ac.uk/mentalhealthinfo/problems/ptsd/posttraumaticstressdisorder.aspx>

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If you or someone you know is suffering from a stress or mental health condition you should be encouraged to speak to someone about it. There are a wide variety of services listed in this booklet which can be accessed both internally and externally and the Belfast Trust would encourage you to take this first step on the road to recovery. In order to have a good overall health and sense of well being you must maintain a good mental as well as physical health.