

MANAGING WORK RELATED STRESS POLICY

		POLICY		
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	✓			
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Sponsor (Position)	Director of People			
Author (Position & Name)	Head of Health and Safety, Robert Dabbs			
Lead Division/ Directorate	Corporate Division			
Lead Specialty/ Service/ Department	Human Resources			
Position of Person able to provide Further Guidance/Information	Head of Health and Safety, Robert Dabbs			
Associated Documents/ Information				Date Associated Documents/ Information was reviewed
N/A				N/A

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1.0 INTRODUCTION

- 1.1. This policy is issued and maintained by the Director of People on behalf of the Trust, at the issue defined on the front sheet, which supersedes and replaces all previous versions.
- 1.2. Sherwood Forest Hospitals NHS Foundation Trust recognises that the nature of work undertaken by many of the Trust's employees can be inherently pressured and at times stressful. The Trust therefore acknowledges its legal, moral, and social responsibility for the health, safety and welfare of its employees and recognises that their wellbeing is essential to the delivery of high-quality patient care. The Trust is committed to protecting the health safety and welfare of its staff. The Trust recognises that workplace stress is a health and safety issue and acknowledges the importance of identifying and reducing workplace stressors. Therefore, this policy forms part of an integrated approach to managing a high-quality service-led organisation.

2.0 POLICY STATEMENT

- 2.1 The Trust recognises that staff are essential to the provision of high-quality healthcare and is committed to maintaining a working environment that promotes the health and wellbeing of all its staff.
- 2.2 Whilst it is healthy and essential for people to experience challenges at work that cause levels of pressure, sustained demands on an individual beyond their ability to cope or severe adverse psychological events can be harmful and have a negative effect on both the performance and health of employees.
- 2.3 The Trust recognises that individuals will react differently to work pressures and, whenever possible, will work with the individual to prevent work-related stress.
- 2.4 The Trust will take a proactive and systematic approach to controlling and reducing stress within the workplace through management initiatives, employee support mechanisms, problem identification and solution (risk assessments), and effective organisational policies and procedures.
- 2.5 The Trust will ensure, so far as is reasonably practicable, that excessive stress is minimised from the work environment, and that necessary risk assessments are completed and acted upon in the case of identified workplace stressors.
- 2.6 The Trust encourages a culture where signs of stress are recognised early and appropriately managed.
- 2.7 Members of staff who feel they are suffering from the negative effects of stress should approach their line managers in confidence, in order that necessary support mechanisms can be put in place. Where the member of staff feels that the line manager may be a contributing factor to their suffering from the negative effects of stress, they have the option of contacting human resources, staff side, occupational health, employee assistance program or a higher line manager.

- 2.8 Managers will ensure adequate rehabilitation of employees returning to work after periods of absence through stress.
- 2.9 This policy serves to promote an organisational culture of individual and peer responsibility for the management of workplace stress, in which stress is positively managed and where staff speak freely about stress and seek help or support.
- 2.10 This policy covers all staff employed by the Trust, the students working within the Trust and contractors and volunteers working on behalf of the Trust. The Guidance is primarily aimed at protecting the Trust's employees and resources and does not extend to cover patients.
- 2.11 A wide range of policies, procedures and protocols exist to maintain the physical health and safety of employees. Hence, this policy focuses more on enhancing the mental wellbeing of staff at work, which includes the effective management of work-related stress and supporting staff through traumatic or stressful incidents, grievances, disciplinary actions, complaints, and claims
- 2.12 In accordance with our Vision and Values, it is acknowledged that staff wellbeing is of paramount importance. Wellbeing is an important factor in the job satisfaction of our staff and is therefore a management issue for the Trust. This policy is designed to bring existing staff wellbeing issues to the fore, whilst seeking to create an organisational culture where negative wellbeing issues are identified, minimised and managed before they affect the wellbeing of staff. We have a clear aim to promote the positive aspects and ideas associated with health and wellbeing at work.

3.0 DEFINITIONS/ ABBREVIATIONS

- The Trust'**: means the Sherwood Forest Hospitals NHS Foundation Trust.
- 'Staff '**: means all employees of the Trust including those managed by a third-party organisation on behalf of the Trust.
- 'Stress'**: the HSE define stress as "the adverse reaction people have to excessive pressures or other types of demand placed on them". It is thought that Stress is a result of the ways in which an individual perceives and reacts to pressures and demands. It is therefore important to realise that there are individual differences in susceptibility to stress.
- 'Wellbeing'**: is a broad concept and is described as relating to the following areas in particular: personal dignity (including treatment of the individual with respect) physical and mental health and emotional wellbeing. protection from abuse and neglect.

4.0 ROLES AND RESPONSIBILITIES

- 4.1 It is the responsibility of the manager and the individual to recognise both the source and symptoms of work-related stress, and where prevention is not possible, to work together to minimise any adverse effects.
- 4.2 Managers provide appropriate assistance to individuals recognised as experiencing work-related stress and where diagnosed support for staff experiencing PTSD

4.3 Divisional Management Teams

4.3.1 Divisional Management Teams will be responsible for ensuring that regular risk assessments are carried out across service areas and that appropriate actions and strategies are put in place to eliminate/minimise the effects of stressors.

4.3.2 Divisional Management teams should also utilise key information currently available in evaluating and assessing more broadly whether work-related stress may be a particular problem in certain service areas. Such sources of information include:

- High levels of sickness absence.
- Staff turnover.
- Low productivity.
- Accident rates.
- Occurrence of disputes and complaints.
- Reduced levels of staff morale.
- The annual Staff Survey

4.3.3 Where common risk patterns are identified across service areas comprehensive and co-ordinated steps should be taken by Divisional Management Teams, in conjunction with the relevant HR Manager and Head of Health and Safety, to ensure that such risks are addressed in a timely manner.

4.4 Line Managers

Line Managers must ensure that the provisions and requirements set out in this policy and the Recruitment and Selection Best Practice Guide are implemented appropriately including:

- The full range of tasks and demands of the job role are set out clearly in the job description and details sent out to applicants, these should also be fully discussed at the interview stage of selection process.
- Conducting and implementing recommendations of risk assessments as appropriate.
- Good communication with staff, particularly where there are organisational and procedural changes.
- Staff are provided with meaningful development opportunities, identified through the Personal Development Review process (Appraisal).
- Workloads are monitored to ensure that staff are not overloaded.
- Monitor working hours to ensure that staff are not overworking and monitor holidays to ensure that staff are taking their full entitlement.
- Offer additional support to a member of staff who is experiencing excessive pressure

- due to a significant 'life event'.
- Bullying, harassment and violence from patients, visitors or staff is not tolerated within their area of jurisdiction.
- Staff are aware of the availability of the Staff Counselling Service and how to contact the Service.
- Staff members involved in traumatic/stressful incidents, grievances, disciplinary actions, complaints, or claims are fully supported (See the Policy on Supporting Staff involved in Incidents Complaints and Claims).
- Staff are referred to Occupational Health as a matter of urgency where stress has been identified.
- Discuss issues of stress in their department with the Staff Counselling Service and take advice on how it could be reduced via this route.
- Co-ordinate and assist in the completion of action plans for implementation, following the identification of work-related stressors by staff or through risk assessments.
- Monitor Staff over a reasonable period of time following a traumatic event for signs of Post-Traumatic Stress Disorder (PTSD) as per RCN Working Well Initiative Guidance on traumatic stress management in the health care sector.

4.5 Occupational Health

- Provide specialist advice and awareness training to identified managers and staff on the issue of work related stress on request.
- Support individuals who have been absent with work-related stress and advise them and their managers on planned return to work.
- Provide information to staff about how they can refer themselves to the Trust's independent confidential staff counselling service as required. Staff Counselling Service can be contacted on (0115 9560879)
- Promote the health and wellbeing of staff through contribution to the Trust's general wellbeing and health promotion activities.
- Sign posting Staff to external services as appropriate.

4.6 Staff Counselling Services

- Providing advice to individuals and aggregated anonymous advice on trends.
- Providing one to one self-referral counselling services
- Provision of a regular reports to the People and Health group, identifying key factors of their services, including extent of services, key findings, demands on the service and issues raised.

4.7 Human Resources

- Provide guidance to managers on the effective management of staff involved in complex incidents or cases.
- Assist in the collation, monitoring and reporting of wellbeing indicators.
- Provide continuing support to managers and individuals with sign posting to the

appropriate range of services.

- Providing a framework for the management of sickness absence including return to work interviews
- Facilitating the work of the Staff Health and Wellbeing Working Group.

4.8 Role of Committees/Groups with Responsibilities for Stress Management

4.8.1 People and Health Group

- A focus for staff consultation and the development of this policy and any associated documents.
- Monitoring information on the state of staff wellbeing within the Trust.
- Receiving reports on initiatives to improve staff wellbeing within the Trust.
- Acting as the steering group for the implementation of the Management Standards for Work Related Stress.
- Receiving reports from Focus Groups and assisting in the development of action plans and reviewing the results of risk assessments.
- Providing progress reports to the Workforce Committee or other committees as appropriate.

4.8.2 Health and Safety Group

- Acting as a forum for consultation between Trust management and staff safety representatives on all aspects of health, safety and welfare including work related stress.

4.9 Employees

- Raise issues of concern with their line manager, occupational health or health and safety representative.
- Work with managers to reduce any associated risks.
- Accept opportunities for support including counselling where identified.
- Be aware of the HSE's Management Standards for Work related Stress and how these assist the Trust to proactively manage workplace stressors.
- Avoid creating stress for others
- Participating in initiatives to reduce work related stress

5.0 APPROVAL

The latest version of this Policy was approved by the Trust Health and Safety Group in June 2022

6.0 DOCUMENT REQUIREMENTS

6.1 Scope of the policy

6.1.1 This Policy applies to all those employees directly employed by the Trust including those managed by a third party under a retained staff agreement. Staff working under a retained

staff agreement as part of the PFI scheme will have access to the same support mechanisms as those employed directly by the Trust.

6.1.2 The policy should be read in conjunction with the following Trust policies and guidance:

- The Trust's Wellbeing policy (Happy, Health, Here)
- The Risk Management Policy
- Guidance on Supporting Staff members following an Incident at Work
- Sickness Absence and Wellbeing Policy
- Guidance on wellbeing conversations
- Dignity at Work Policy
- Speaking Up Policy

6.2 General Requirements

6.2.1 The Trust will ensure that appropriate support mechanisms are in place for all employees. This will be immediate and proportionate and involve internal or external support as appropriate. Appendix 4 contains advice for staff on the issue of work-related stress and the actions that they can take as individuals to help address the problems they may be experiencing.

6.2.2 The Trust believes that increasing awareness of work-related stress for both managers and employees is important. The Trust will look to maximise the opportunities available to ensure that levels of awareness are increased and maintained.

6.2.3 Where possible, the Trust will help provide employees with 'coping skills' in order that they have the capacity to deal with pressures of work. This will be achieved through the provision of a wide range of training and development programmes.

6.2.4 In cases where work-related stress is an identified concern, managers will, in the first instance, discuss this with the individual, identifying the potential causes of work-related stress, how the effect of these 'stressors' may be minimised, and what support is available for the individual.

6.2.5 The involvement of Occupational Health is essential in terms of support and advice in the workplace and the individual, with their consent, should be referred to them.

6.2.6 Managers should also raise the availability of expert and confidential assistance from the Staff Counselling Service. This will allow for home and work stressors to be explored, how resilience to excessive pressures can be improved, and how the support available can be most effectively used.

6.2.7 The Complaints and Litigation Department have a range of support available to help staff involved in complaints, claims of negligence, litigation, Coroner's inquests, and the investigation of incidents. This includes preparation to be a witness, briefings from the Trust's legal advisors, visits to Coroners and other courts in preparation for giving evidence, and general help and advice regarding the situation facing the member of staff. This

support extends throughout the event until the situation is concluded.

6.2.8 The Improving Patient Experience Department provide feedback on the progress of complaints and/or claims to keep managers and staff as informed as possible. There is a system of link people within each Division who receive information on the progress of complaints and claims. The Improving Patient Experience Department will keep staff

informed and updated regarding complaints made about individuals to regulatory bodies such as the Care Quality Commission.

6.2.9 Staff will be represented at complainant meetings, usually by line managers and are not normally expected to attend face-to-face meetings with complainants unless it is with the staff member's agreement.

6.2.10 The Trust has a range of measures in place to support staff with caring responsibilities these include flexible working arrangements and a range of childcare support.

6.3 Preventing work Related Stress Through Appropriate Design

6.3.1 The most effective way of managing stress is through 'prevention at source', by taking steps to address the root causes, rather than simply treating the symptoms. Therefore, the greatest priority will be given to the prevention of work-related stress across the Trust. The following best practice guidance should be applied across all units /wards /departments:

6.3.2 Demands

- Workload should be regularly monitored and reviewed to ensure that it does not become excessive.
- Three specific factors are important for managers to consider when reviewing the demand placed on employees, these are:
 - The way the job is designed – in terms of specific goals and structure of the workflow.
 - The level of training required to carry out the role.
 - The opportunity that may exist for increased flexibility in the employee's working patterns.

6.3.3 Control

- Employees should be involved in decisions affecting their working lives and the jobs that they undertake.
- Managers can facilitate employees to take more control in their working lives by:
 - Involving employees in decision making and determinations concerning the way that work and specific tasks are carried out.
 - Building effective teams in which employees are given responsibility for outcomes.
 - Reviewing individual and team performance with employees to identify strengths and weaknesses through the PAD process as well as through ongoing coaching

and mentoring whereby personal objectives, training and development plans are agreed.

6.3.4 Support

- Managers are not expected to take on the role of counsellors, but should display effective and sympathetic communication skills when addressing stress-related issues. Regular meetings can help to defuse stressful situations and address underlying problems.
- Many of the outward signs of stress in employees may often be noticed by managers and colleagues. Managers should be particularly sensitive to changes in an individual's behaviour, such as worsening relationships with colleague's indecisiveness, absenteeism and inability to delegate, or a general deterioration in performance.
- It is acknowledged that a significant level of support can often be provided by an employee's colleagues, particularly at times when workload increases. Manager should seek to harness this support as a way of reducing the occurrence of work-related stress.

6.3.5 Relationships

- It is also important that good communication is maintained between the managers and employees always. This should be 'face-to-face' whenever possible. Good communication reduces uncertainty and helps to reduce or avoid stress.
- Positive feedback should be encouraged, and concerns should always be constructive and focused on supporting improvement/development.

6.3.6 Role

- Managers should ensure that employees are clear about the dimensions, tasks and responsibilities required by their role and how it fits into the overall aims and objectives of the unit/department/ward and the wider organisation.
- Managers should also be aware of an employee's training and development needs, especially when an employee is taking on a new or changed role.

6.3.7 Change

- Change is one of the more obvious sources of stress. Therefore, where possible changes to employees' job roles are imminent managers need to ensure:
 - Appropriate planning – so that change does not cause undue anxiety and those involved can be well prepared.
 - Consultation with employees, as appropriate to the circumstances, about the changes.
 - The employees concerned are involved and can identify potential problems associated with introducing the change(s) and that timely and appropriate steps are

taken to address such issues immediately.

6.4 Management of Stress-Related Absence

6.4.1 Managers should manage performance and attendance effectively to prevent unnecessary pressures on colleagues.

6.4.2 Where stress arising from work causes deterioration in job performance, this will be treated as a health issue in the first instance, and the line manager will support the employee as appropriate, in line with the principles outlined in this procedure and the Sickness Absence Management Policy

6.4.3 Managers should encourage open discussion with staff regarding sources of pressure at team meetings and should adopt an 'open door' approach for the purposes of assisting in the identification of stress-related problems at an early stage, therefore facilitating early intervention and action

6.4.4 In all instances of sickness absence, the Trust's policy for Sickness Absence Management should be applied. In particular managers should ensure that:

- Return-to-work meetings are conducted with all employees following a period of sickness absence. The purpose of this meeting is to identify the reason for absence and whether any underlying cause, such as stress exists.
- Where an absence may be stress related, the manager should identify, with the employee concerned where possible stressors exist, whether work-related or personal, and agree appropriate actions.
- Managers should also agree with the employee concerned that an immediate management referral to the Occupational Health Department is completed. The purpose of this referral is to seek specific advice and guidance concerning whether additional support is required to facilitate the employee's return to work.
- A suitable return-to-work plan should be agreed with the employee concerned. Managers should be sympathetic to the individual's circumstances and make the employee's return to the workplace as stress-free as possible.
- After returning to work the manager should meet with the employee regularly to ensure that existing stressors are being addressed appropriately.

6.4.5 It is the responsibility of line managers to take all reasonable steps to support employees, as far as reasonably possible, when returning to work following a period of sickness absence. This may include measures such as agreeing a phased return to work, a temporary /permanent reduction in hours or a period of part time working.

6.5 Recognising Stress in the Workplace

6.5.1 How to reduce and manage workplace stress – In this difficult climate, you may find it harder than ever to cope with challenges both at work and home. Both the stress we take with us when we go to work and the stress that awaits us on the job are on the rise – and employers, managers, and employees all feel the added pressure. While some stress is a normal part of life, excessive stress interferes with your productivity and reduces your physical and emotional health, so it's important to find ways to keep it under control. Fortunately, there is a lot that you can do to manage and reduce stress at work

6.5.2 When people feel overwhelmed, they lose confidence and become irritable or withdrawn, making them less productive and effective and their work less rewarding. If the warning signs of work stress go unattended, they can lead to bigger problems. Beyond interfering with job performance and satisfaction, chronic or intense stress can also lead to physical and emotional health problems.

6.5.3 Signs and Symptoms of Excessive Stress

- Feeling anxious, irritable, or depressed
- Apathy, loss of interest in work
- Problems sleeping
- Fatigue
- Trouble concentrating
- Muscle tension or headaches
- Stomach problems
- Social withdrawal
- Loss of sex drive
- Using alcohol or drugs to cope

6.5.4 Common Causes of Excessive Workplace Stress

- Fear of losing your job
- Pressure to perform to meet rising expectations but with no increase in job satisfaction
- Pressure to work at optimum levels – all the time!

7.0 MONITORING COMPLIANCE AND EFFECTIVENESS

Minimum Requirement to be Monitored (WHAT – element of compliance or effectiveness within the document will be monitored)	Responsible Individual (WHO – is going to monitor this element)	Process for Monitoring e.g., Audit (HOW – will this element be monitored (method used))	Frequency of Monitoring (WHEN – will this element be monitored (frequency/ how often))	Responsible Individual or Committee/ Group for Review of Results (WHERE – Which individual/ committee or group will this be reported to, in what format (eg verbal, formal report etc) and by who)
Incident Statistics	Head of Health and Safety	Reported on Datix	Quarterly	Trust Health and Safety Group
Sickness Absence	Line Manager	Sickness Absence Monitoring	Monthly	Trust Board & within divisions at Monthly divisional performance reviews
Legal Actions Cases	Head of Health and Safety	Report following Legal action	As required	Trust Health and Safety Committee
Staff Survey	Head of Health and Safety	Review findings of Survey	Annually	People Cabinet
Compliance with policy	Head of Health and Safety	Meridian Health and Safety Audit	6 Monthly	Trust Health and Safety Group

8.0 TRAINING AND IMPLEMENTATION

8.1 Training on the management of work-related stress and other employee wellbeing issues is available for Line Managers. The Trust has developed an e-learning programme for managing work related stress and this is available on the Trust Intranet via the Training and Education Departments home page.

8.2 The Trust's Occupational Health Department will provide training to managers of staff where applicable on the issue of work-related stress and the mechanisms available to support staff as part of their stress education sessions.

8.3 Understanding stress and stress risk assessment training will be provided by the Health and Safety Department to managers and supervisors.

9.0 IMPACT ASSESSMENTS

9.1 This document has been subject to an Equality Impact Assessment, see completed form at Appendix 1

9.2 This document is not subject to an Environmental Impact Assessment

9.3 This document has been subject to an Environmental Impact Assessment, see completed form at Appendix 2

10.0 EVIDENCE BASE (Relevant Legislation/ National Guidance) AND RELATED SFHFT DOCUMENTS

Evidence Base:

- HSG218 Tackling Work-related Stress. A Manager's Guide to Improving and Maintaining Employees' Health and Wellbeing
- HSG249 Managing Sickness Absence at Work. An Employer's and Manager's Guide
- INDG424 Working together to reduce stress: A Short Guide
- IND G 430 How to tackle work-related stress: A guide for employers on making the Management Standards work
- RR138 Best Practice in Rehabilitating Employees Following Absence Due to Work-related Stress
- HSE (2002) Interventions to Control Stress at Work in Hospital Staff, Contract Research Report 435/2002 HSE Books
- RCN (2005) Managing Your Stress [online] RCN.
- HS(G) 48 Reducing Error and Influencing Behaviour
- ACAS A Guide to Stress in the Workplace
- NHS Confederation/NHS Employers (2005) The Stress Campaign [online]. Available from: www.nhsemployers.org/stress/

- Royal College Nursing (RCN) website provides further information and resources in relation to stress for nurses: www.rcn.org.uk
- *Managing Your Stress: A guide for nurses* (2005)
- *RCN Working Well Initiative Guidance on traumatic stress management in the health care sector* (2007)
- *Work-related stress: A good practice guide for RCN representatives* (2009)

11.0 KEYWORDS

Welfare
Health and Wellbeing
Work related stress

12.0 APPENDICES

APPENDIX 1 Equality Impact Assessment Form
APPENDIX 2 Environmental Impact Assessment
APPENDIX 3 Stress Risk Assessment - Individual Person
APPENDIX 4 Information Sheet Stress in the Workplace
APPENDIX 5 Stress Risk Assessment template

APPENDIX 1 EQUALITY IMPACT ASSESSMENT FORM (EQIA)

Name of service/policy/procedure being reviewed: Management of Work-Related Stress			
New or existing service/policy/procedure: Existing			
Date of Assessment: 10th June 2022			
For the service/policy/procedure and its implementation answer the questions a – c below against each characteristic (if relevant consider breaking the policy or implementation down into areas)			
Protected Characteristic	a) Using data and supporting information, what issues, needs or barriers could the protected characteristic groups' experience? For example, are there any known health inequality or access issues to consider?	b) What is already in place in the policy or its implementation to address any inequalities or barriers to access including under representation at clinics, screening?	c) Please state any barriers that still need to be addressed and any proposed actions to eliminate inequality
The area of policy or its implementation being assessed:			
Race and Ethnicity	None	This policy will encourage a culture that does not tolerate any form of abuse including abuse rooted in discrimination that can lead to stress in the workplace	None
Gender	None	This policy will encourage a culture that does not tolerate any form of abuse, however, some staff may mistakenly view a particular gender as being more vulnerable to abuse	None
Age	None	This policy will encourage a culture that does not tolerate any form of abuse including abuse rooted in discrimination that can lead to stress in the workplace	None
Religion	None	This policy will encourage a culture that does not tolerate any form of	None

		abuse including abuse rooted in discrimination. There is a need for a clear system for reporting hate incidents	
Disability	None	Produced in font size 12. Use of suitable technology to view electronically. Alternative versions can be created on request	None
Sexuality	None	This policy will encourage a culture that does not tolerate any form of abuse including abuse rooted in discrimination. There is a need for a clear system for reporting hate incidents	None
Pregnancy and Maternity	None	An individual risk assessment will be carried out on the pregnant worker and any potential for work related stress will be considered and controlled accordingly	None
Gender Reassignment	None	This policy will encourage a culture that does not tolerate any form of abuse including abuse rooted in discrimination. There is a need for a clear system for reporting hate incidents	None
Marriage and Civil Partnership	None	This policy will encourage a culture that does not tolerate any form of abuse including abuse rooted in discrimination that can lead to stress in the workplace	None
Socio-Economic Factors (i.e. living in a poorer neighbourhood / social deprivation)	None	The social profile of some patients attending certain departments may mean staff are exposed to a higher risk of abuse including abuse rooted	None

		in discrimination that can lead to stress in the workplace	
<p>What consultation with protected characteristic groups including patient groups have you carried out? None for this version, in that all previous principles remain in accordance with previous version (which was subject to consultation) and this version is primarily a reformat and codification of agreed practices.</p>			
<p>What data or information did you use in support of this EQIA? Trust policy approach to availability of alternative versions.</p>			
<p>As far as you are aware are there any Human Rights issues be taken into account such as arising from surveys, questionnaires, comments, concerns, complaints or compliments? No.</p>			
<p>Level of impact</p> <p>From the information provided above and following EQIA guidance document Guidance on how to complete an EIA (click here), please indicate the perceived level of impact:</p> <p>High Level of Impact/Medium Level of Impact/Low Level of Impact (<i>Delete as appropriate</i>)</p> <p>For high or medium levels of impact, please forward a copy of this form to the HR Secretaries for inclusion at the next Diversity and Inclusivity meeting.</p>			
<p>Name of Responsible Person undertaking this assessment: Robert Dabbs</p>			
<p>Signature:</p> <p>R.Dabbs</p>			
<p>Date: 10.06.2022</p>			

APPENDIX 2 ENVIRONMENTAL IMPACT ASSESSMENT

The purpose of an environmental impact assessment is to identify the environmental impact, assess the significance of the consequences and, if required, reduce and mitigate the effect by either, a) amend the policy b) implement mitigating actions.

Area of impact	Environmental Risk/Impacts to consider	Yes/No	Action Taken (where necessary)
Waste and materials	<ul style="list-style-type: none"> Is the policy encouraging using more materials/supplies? Is the policy likely to increase the waste produced? Does the policy fail to utilise opportunities for introduction/replacement of materials that can be recycled? 	No	Not Applicable
Soil/Land	<ul style="list-style-type: none"> Is the policy likely to promote the use of substances dangerous to the land if released? (e.g., lubricants, liquid chemicals) Does the policy fail to consider the need to provide adequate containment for these substances? (For example, bunded containers, etc.) 	No	Not Applicable
Water	<ul style="list-style-type: none"> Is the policy likely to result in an increase of water usage? (Estimate quantities) Is the policy likely to result in water being polluted? (e.g., dangerous chemicals being introduced in the water) Does the policy fail to include a mitigating procedure? (e.g., modify procedure to prevent water from being polluted; polluted water containment for adequate disposal) 	No	Not Applicable
Air	<ul style="list-style-type: none"> Is the policy likely to result in the introduction of procedures and equipment with resulting emissions to air? (For example, use of a furnace, combustion of fuels, emission or particles to the atmosphere, etc.) Does the policy fail to include a procedure to mitigate the effects? Does the policy fail to require compliance with the limits of emission imposed by the relevant regulations? 	No	Not Applicable
Energy	<ul style="list-style-type: none"> Does the policy result in an increase in energy consumption levels in the Trust? (estimate quantities) 	No	Not Applicable
Nuisances	<ul style="list-style-type: none"> Would the policy result in the creation of nuisances such as noise or odour (for staff, patients, visitors, neighbours, and other relevant stakeholders)? 	No	Not Applicable

APPENDIX 3 INDIVIDUAL STRESS RISK ASSESSMENT

Note: This document is intended to aid the return-to-work discussion and provide a document for recording if the source of stress was a problem for you and if it was what can be done to help. The document can also be used by managers to aid their discussions with staff that have not been off sick with stress or a stress related illness but the manager is concerned that they could be. The assessment should normally be carried out by the line manager but may require an independent manager or an HR Business Partner depending on the nature of the sources of stress.

Name:

Ward/Dept/Unit:

Line Manager:

Date:

SOURCES OF STRESS	QUESTIONS TO ASK	YES/NO	Actions already taken & Comments
Demands	• Do you feel you have the right amount of work to do (i.e. not too much or not too little)		
	• Have you had sufficient training to do your job?		
	• Are there any problems with your work environment?		
Control	• Are you able to have any say about how your job is done?		
	• Do you feel included in decision making in the team?		
	• Do you feel you are using the skills you have got to full effect?		
Support	• Do you feel that you get enough support from your line manager?		
	• Do you feel you get enough support from colleagues?		

	<ul style="list-style-type: none"> Do you take the breaks you are entitled to at work? 		
	<ul style="list-style-type: none"> Do you feel you have a healthy work-life balance? 		
Relationships	<ul style="list-style-type: none"> Are you affected by any conflict in the team? 		
	<ul style="list-style-type: none"> Are you subjected to any bullying or harassment at work? 		
	<ul style="list-style-type: none"> Do you feel the team works well together? 		
Role	<ul style="list-style-type: none"> Are you clear about your roles and responsibilities at work? 		
	<ul style="list-style-type: none"> Do you feel that there is any conflict in your role? 		
	<ul style="list-style-type: none"> Do you understand others roles in the team? 		
Change	<ul style="list-style-type: none"> Are you made aware of any changes that are happening at work? 		
	<ul style="list-style-type: none"> Do you understand why the change is happening? 		
	<ul style="list-style-type: none"> Do you understand the impact on your job of any change? 		
	<ul style="list-style-type: none"> Do you feel well supported during change at work? 		
Personal Outside of Work	<ul style="list-style-type: none"> Are there any outside of work factors that could affect the way you currently feel such as a recent Bereavement in the family or to a close friend 		
	<ul style="list-style-type: none"> Have you or a close family member suffered ill health or an injury recently 		

	<ul style="list-style-type: none"> Do you have trouble relaxing and sleeping at night 		
	<ul style="list-style-type: none"> Are there any other factors that may be affecting the way you feel such as financial pressures, relationships, caring commitments? 		

***Notes on Factors outside work for the Assessor**

This list of questions for this risk assessment has mainly focused on factors at work. However, there may be factors outside work, for example in the individual’s family life, which may have contributed to or added to the pressures at work. These may have made it harder to cope with demands at work that they would normally be able to cope with.

They may want to share these issues with their manager – they may be able to help at work and make adjustments, for example, being more flexible with working hours or just being sympathetic to the pressures they are under.

If they do not feel happy telling their manager about these things, is there anyone else they can turn to, for example, the human resources department.

If they require further advice or help they can talk in confidence to the Occupational Health Department.

Occupational Health Department: Extension 3780/1

For latest information on services and resources available for colleague wellbeing and welfare see the Staff welfare and Wellbeing Intranet site. This can be accessed via the staff welfare and wellbeing tile on the Trust homepage.

If the colleague is in acute distress and require immediate mental health support there is a dedicated self-referral staff helpline that is provided by VIVUP.

☎ 0808 196 8886 or ☎ 03303 800658 FREE, confidential, and available 24/7, 365 days a year or e-mail notts.staffsupport@nhs.net

Assessor: Signature: Date:	Member of Staff: Signature: Date:
Review date:	

Stress Risk Assessment - Part B

(Manager & Employee to complete)

Action Plan for Individual/Team/Ward/Dept:

Manager: **Date completed:**

Review date: *(Please add review dates to your Outlook tasks, calendar or equivalent tracking system)*

Type of Stressor	Existing workplace measures already in place	Further action to be taken	Who will ensure the action is done?	Target Date	Review
Demands					
Control					
Support					
Relationships					
Role					

Type of Stressor	Existing workplace measures already in place	Further action to be taken	Who will ensure the action is done?	Target Date	Review
Change					
Personal					

Manager Signature: _____

Employee Signature: _____

Date: _____

Copy given to employee please ✓

APPENDIX 4

Sherwood Forest Hospitals



NHS Foundation Trust

TITLE: UNDERSTANDING AND DEALING WITH STRESS IN THE WORKPLACE AS PART OF MAINTAINING STAFF WELL BEING AT SHERWOOD FOREST HOSPITALS NHS FOUNDATION TRUST

What is stress?

The Health and Safety Executive (HSE) define stress as "the adverse reaction people have to excessive pressures or other types of demand placed on them".

Don't confuse positive pressure, which can create a 'buzz', and the harmful effects of pressure that is beyond a person's ability to cope.

Why do people talk about stress so much today?

There is a growing awareness of the importance of health and safety and recognition that healthy employees make a greater contribution to a business. People are more aware of the harmful effects of stress in workplaces but it is not new - psychologists have been studying stress since the 1950s.

Why do we need to tackle stress?

Stress is costly, especially for the NHS where cover for sick employees can be difficult to arrange. Stress can reduce the effectiveness of employees and lead to higher rates of absence. Research estimates that 12.8 million working days are lost to stress, depression and anxiety annually. Each new case of stress leads to an average of 29 days off work. Work-related stress is estimated to cost society about £3.7 billion every year.

Work-related stress is widespread. About one in five people in a stress study said that they found their work either very stressful or extremely stressful.

What form does stress take?

Work-related stress is not an illness but it can contribute to problems with ill health. As well as anxiety and depression, stress has been associated with heart disease, back pain and gastrointestinal illnesses.

Is the Trust required by law to tackle stress?

As an employer you have duties under health and safety law to assess and take measures to control risks from work-related stress.

You also have a duty under common law to take reasonable care to ensure the health and safety of your employees. If one of your employees suffers from stress related ill-health and the court decides that you should have been able to prevent it, then you could be found to be negligent. There is no limit to the compensation your employee could get from this.

HSE Management Standards and supporting guidance aim to help and encourage employers to meet their legal obligations.

If you dismiss an employee because they have work-related stress, then an employment tribunal will treat this as unfair dismissal unless you can show that you acted reasonably.

Can stress be cured?

Some forms of stress can be prevented - for example, the kind of organisational stress caused by poor management or the lack of policies for dealing with bullying or discipline. Individual stress - relating to relationships or personal problems outside work - can also be reduced with the right kind of understanding and support.

What are the main causes of stress and what can I do about them?

The table below is a brief summary of how advice on good employment relations relates to the main causes of stress identified by the HSE. The full list of standards and advice on how to achieve them is available on the HSE website.

Main causes of stress:	What you can do about it:
<p>Demands: employees often become overloaded if they cannot cope with the amount of work or type of work they are asked to do</p>	<ul style="list-style-type: none"> • make sure employees understand what they have to do and how to do it • meet training needs • consider whether working flexible hours would help employees to manage demands
<p>Control: employees can feel disaffected and perform poorly if they have no say over how and when they do their work</p>	<ul style="list-style-type: none"> • involve employees in the way work is carried out • consult employees about decisions • build effective teams with responsibility for outcomes • review performance to identify strengths and weaknesses
<p>Support: levels of sick absence often rise if employees feel they cannot talk to managers about issues that are troubling them</p>	<ul style="list-style-type: none"> • give employees the opportunity to talk about issues causing stress • be sympathetic and supportive • keep employees informed about what is going on in the firm
<p>Relationships: a failure to build relationships based on good behaviour and trust can lead to problems related to discipline, grievances and bullying</p>	<ul style="list-style-type: none"> • have clear procedures for handling misconduct and poor performance • have clear procedures for employees to raise grievances • tackle any instances of bullying and harassment and make it clear such behaviour will not be tolerated
<p>Role: employees will feel anxious about their work and the organisation if they don't know what is expected of them</p>	<ul style="list-style-type: none"> • carry out a thorough induction for new employees using a checklist of what needs to be covered • provide employees with a written statement of employment particulars • give employees clear job descriptions • maintain a close link between individual objectives and organisational goals
<p>Change: change needs to be managed effectively or it can lead to uncertainty and insecurity</p>	<ul style="list-style-type: none"> • plan ahead so changes can be signposted and managers and employees are prepared • consult with employees about prospective changes so they have a real

	input and work together with you to solve problems
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If you require further advice or help you can talk in confidence to the Trust Health and Safety Manager or the Occupational Health Department.

Occupational Health Department: Extension 3780/1

The latest advice on access to counselling services and other resources to aid staff well being can be found on the homepage of the Trust Intranet. Press on the tile marked staff welfare and wellbeing.

Appendix 5- Health and Safety Stress Risk Assessment Template Form

SHERWOOD FOREST HOSPITALS NHS TRUST

STRESS RISK ASSESSMENT

Division	Department/Ward	Date
Work Activity	Individuals Name	

Assessor	Review Date
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No.	Identified Hazard (as Applicable) Delete where not applicable to individual or group being assessed			Initial Risk Rating			Target Risk Rating		
	Hazard (the potential to cause harm)	How harm can occur and who could be harmed (As applicable)	Control Measures or Safeguards to put in place	Consequence (C)	Likelihood (L)	Risk Rating (C x L)	Consequence (C)	Likelihood (L)	Risk Rating (C x L)
1.	Excessive Demands of Work	<ul style="list-style-type: none"> Exposing staff to Long hours Excessively busy periods, placing additional demands on staff Inadequate rest and holidays, poor planning, poor management of staff. Inadequate staffing, poor resource management, 	<ul style="list-style-type: none"> Look at job design and working practices Check all leave is being taken Is work being taken home? Is there constant communication during off-duty time by e-mail, text and phone? Cut out unnecessary work and communications 	3	2	6			

No.	Identified Hazard (as Applicable) Delete where not applicable to individual or group being assessed			Initial Risk Rating			Target Risk Rating		
	Hazard (the potential to cause harm)	How harm can occur and who could be harmed (As applicable)	Control Measures or Safeguards to put in place	Consequence (C)	Likelihood (L)	Risk Rating (C x L)	Consequence (C)	Likelihood (L)	Risk Rating (C x L)
			<ul style="list-style-type: none"> Review workloads and resources (including staffing levels), and allow sufficient time for individuals to plan their work Schedule work in a way that allows recovery time after unavoidable busy periods 						
2.	Excessive Demands of Work	<ul style="list-style-type: none"> Inappropriately qualified for the job, poor or lack of suitable and sufficient training, instruction Over promotion, lack of competence and experience to do the role allocated Skills not recognised – promotion prospects not fulfilled, inadequately appraised, possible personality clash with manager. 	<ul style="list-style-type: none"> Make sure individuals are matched to jobs people can be over and under qualified Analyse skills alongside the tasks Provide training for those who need more, e.g. when introducing new technology Review and consider selection, skill criteria, job summaries, training and supervision Career planning discussion, training needs evaluation Monitor workplace policies in practice: 	3	3	9			

No.	Identified Hazard (as Applicable) Delete where not applicable to individual or group being assessed			Initial Risk Rating			Target Risk Rating		
	Hazard (the potential to cause harm)	How harm can occur and who could be harmed (As applicable)	Control Measures or Safeguards to put in place	Consequence (C)	Likelihood (L)	Risk Rating (C x L)	Consequence (C)	Likelihood (L)	Risk Rating (C x L)
			discrimination						
3.	Excessive Demands of Work	<ul style="list-style-type: none"> Boring or repetitive work, poor organisation of the workload, poor management of work programme, lack of variety and not challenging enough Too little to do, poor work load programming, poor management of workload by not providing sufficient, work not challenging enough. 	<ul style="list-style-type: none"> Job enrichment/job rotation/role review Consider changing the way jobs are done by moving people between jobs, giving individuals more responsibility, increasing the scope of the job, increasing the variety of tasks, or giving a group of workers greater responsibility for effective performance of the group 	3	2	6			
4.	Excessive Demands of Work	<ul style="list-style-type: none"> Employees experiencing excessive workloads, poor management Employees working under excessive pressure, poor planning and lack of suitable management 	<ul style="list-style-type: none"> Review workload and demands regularly and as an integral part of the performance management process Support staff in planning and prioritising their work. Try to establish what aspects of their job they find challenging. Redistribute work or set different work priorities if they are not coping Check management skills and assess 	3	3	9			

No.	Identified Hazard (as Applicable) Delete where not applicable to individual or group being assessed			Initial Risk Rating			Target Risk Rating		
	Hazard (the potential to cause harm)	How harm can occur and who could be harmed (As applicable)	Control Measures or Safeguards to put in place	Consequence (C)	Likelihood (L)	Risk Rating (C x L)	Consequence (C)	Likelihood (L)	Risk Rating (C x L)
			training needs						
5	The physical working environment	<ul style="list-style-type: none"> Poor temperature control Excessive Noise Lack of facilities for rest/breaks Poor lighting Poor ventilation Badly placed or designed workstations 	<ul style="list-style-type: none"> Make sure workplace hazards are properly controlled Undertake risk assessments of workspace and significant tasks Carry out suitable DSE Workstation assessments. Ensure the working atmosphere is suitable for the processes taking place, suitable lighting, ventilation, temperature control, meet DSE legal requirements in offices 	2	3	6			
6.	The physical working environment	<ul style="list-style-type: none"> Threat of aggression or violence to staff from patients and visitors Verbal abuse from patients and visitors Poor management practices 	<ul style="list-style-type: none"> Report violence to line manager or other appropriate person. Use Datix incident reporting system form. Assess risks, implement controls including investigation of complaints and appropriate training Monitor absence levels and trends. Compare with other departments, 	4	2	8			

No.	Identified Hazard (as Applicable) Delete where not applicable to individual or group being assessed			Initial Risk Rating			Target Risk Rating		
	Hazard (the potential to cause harm)	How harm can occur and who could be harmed (As applicable)	Control Measures or Safeguards to put in place	Consequence (C)	Likelihood (L)	Risk Rating (C x L)	Consequence (C)	Likelihood (L)	Risk Rating (C x L)
			<p>other businesses</p> <ul style="list-style-type: none"> Look at the individual and any risk factors that apply to this particular person Look at violence and aggression assessment to identify any risks and put in place suitable controls to eliminate/reduce the risks 						
7.	Lack of suitable controls	<ul style="list-style-type: none"> Not being able to balance the demands of work and life outside work 	<ul style="list-style-type: none"> Encourage a healthy work-life balance Ensure staff to distribute holidays across the year Develop a communications protocol that ensures people have rest time completely free of all work-related messages. Over-anxious people often need to be in constant contact. Over-controlling management tends not to respect off-duty time 	3	2	6			
8.	Lack of suitable controls	<ul style="list-style-type: none"> Rigid work patterns and breaks Fixed deadlines occurring in 	<ul style="list-style-type: none"> Try to provide some scope for varying working conditions and 	2	2	4			

No.	Identified Hazard (as Applicable) Delete where not applicable to individual or group being assessed			Initial Risk Rating			Target Risk Rating		
	Hazard (the potential to cause harm)	How harm can occur and who could be harmed (As applicable)	Control Measures or Safeguards to put in place	Consequence (C)	Likelihood (L)	Risk Rating (C x L)	Consequence (C)	Likelihood (L)	Risk Rating (C x L)
		<p>different parts of the year</p> <ul style="list-style-type: none"> Lack of control over work Conflicting work demands 	<p>flexible work schedules (e.g. flexible working hours, working from home)</p> <ul style="list-style-type: none"> Consult with people to allow them to influence the way their jobs are done, what the real deadlines are and what the priorities are. Set realistic deadlines for tasks Take into account that individuals are different, and try to allocate work so that everyone is working in the way that helps them work best, takes account of their home obligations and makes best use of their skills Be clear about tasks required 						
9.	Lack of suitable workplace support	<ul style="list-style-type: none"> Return to work system, lack of suitable application, poor administration Sickness and absence management Managerial support through emotionally demanding work 	<ul style="list-style-type: none"> Policies and systems in place, monitored and consistently applied Measure trends and changes Investigate variations Check management skills and assess 	2	3	6			

No.	Identified Hazard (as Applicable) Delete where not applicable to individual or group being assessed			Initial Risk Rating			Target Risk Rating		
	Hazard (the potential to cause harm)	How harm can occur and who could be harmed (As applicable)	Control Measures or Safeguards to put in place	Consequence (C)	Likelihood (L)	Risk Rating (C x L)	Consequence (C)	Likelihood (L)	Risk Rating (C x L)
			training needs <ul style="list-style-type: none"> • Ensure people have the support they require and access to any specialist advice • Advise staff about counselling services 						
10	Lack of suitable workplace support	<ul style="list-style-type: none"> • Lack of suitable or sufficient Inductions 	<ul style="list-style-type: none"> • New staff properly inducted, existing staff transferring or promoted or returning to work after long absence also to be inducted • Special attention for young people as required • OH/HR support • DDA adjustments in place, reviewed and checked 	3	3	9			