

Management of Stress at Work Policy and Procedure

This policy outlines the signs of stress in self and others, outlines how a stress risk assessment should be undertaken, and describes other preventative measures in managing stress at work.

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Version Control and Summary of Changes

Version number	Date	Comments
1	April 2012	Harmonised policy using the former LCCHS, LCR and LPT policy
2	22/05/12	Added 5.3.1 – Health and Safety Representatives (from a recognised trade union or professional body)
3	11/06/12	Final
4	31/01/13	Added Appendix 3 - NHSLA Monitoring and compliance table
5	13/09/18	Added Appendix 4
5.1	28/01/20	Appendix 2 updated
6	24/08/20	<ul style="list-style-type: none"> • The Workforce and Development Committee changed to The Workforce and Wellbeing Group • The Workforce and Development Sub group changed to The Strategic Workforce Committee • The Healthy Organisation Group changed to The Workforce and Wellbeing Group • Pg13 - Well-being Zone removed and Staff Intranet added for information and resources • Pg15 - Working from home added to list under poor support • Pg12 - Division changed to Directorate • Pg24 - Policy published on Internet • Pg30 - Suggest Yes/No column be taken out • Pg36 - Psychological Support Pathway added
7	26/09/23	<ul style="list-style-type: none"> • Updated to reflect current governance groups

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Governance

Level 2 or 3 approving delivery group	Level 1 Committee to ratify policy
Strategic Workforce Group	People and Culture Committee

Equality Statement

Leicestershire Partnership NHS Trust (LPT) aims to design and implement policy documents that meet the diverse needs of our service, population and workforce, ensuring that none are placed at a disadvantage over others. It takes into account the provisions of the Equality Act 2010 and promotes equal opportunities for all. This document has been assessed to ensure that no one receives less favourable treatment on the protected characteristics of their age, disability, sex (gender), gender reassignment, sexual orientation, marriage and civil partnership, race, religion or belief, pregnancy and maternity.

Due Regard

LPT will ensure that Due regard for equality is taken and as such will undertake an analysis of equality (assessment of impact) on existing and new policies in line with the Equality Act 2010. This process will help to ensure that:

- Strategies, policies and procedures and services are free from discrimination.
- LPT complies with current equality legislation.
- Due regard is given to equality in decision making and subsequent processes.
- Opportunities for promoting equality are identified.

Please refer to due regard assessment (Appendix 3) of this policy.

Definitions that apply to this Policy

Stress	The Health and Safety Executive define stress as “ the adverse reaction people have to excessive pressure or other types of demand placed on them ”. This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress, which can be detrimental to health.
Demands	Includes issues like workload, work patterns and the work environment.
Control	How much say the person has in the way they do their work.
Support	Includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues.
Relationships	Includes promoting positive working to avoid conflict and dealing Appropriately with unacceptable behaviour.
Role	Whether people understand their role within.
Change	How organisational change (large or small) is managed and communicated in the organisation.
Due Regards	Having due regard for advancing: <ul style="list-style-type: none">• Removing or minimising disadvantages suffered by people due to their protected characteristics.• Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.• Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.
Stressor	A stressor is anything that is perceived by the member of staff to cause stress.

Hazard	A hazard is anything that has the potential to cause harm, i.e. a Stressor.
Risk	A risk is the likelihood that someone may be harmed by a hazard that has been identified.

1.0 Summary

Leicestershire Partnership NHS Trust is committed to protecting the health, safety and welfare of our employees and recognises that workplace stress is a health and safety issue and acknowledges the importance of identifying and reducing workplace stressors.

2.0 Introduction

A certain amount of stress can be positive and, if experienced for short periods, may act as a motivator to achieve goals. Negative stress occurs where demands upon us exceed our available personal resources and impacts on our general health and wellbeing, potentially resulting in feelings of anxiety, being overwhelmed and/or physical illness. Work-related stress is a major cause of occupational ill health leading to sickness absence, high staff turnover and poor performance. Adopting a proactive approach to managing stress will have a positive benefit for the Trust and its employees. Managers are responsible for implementation of the Policy and the Trust is responsible for providing the necessary resources to enable them to do this.

All staff should act in accordance to our Trust leadership behaviours for all and be able to evidence adherence in situations involving stress at work. A fundamental approach to developing our Leadership behaviours for all is our ability to both give and receive feedback in a positive and insightful way. The feedback method is based on defining; Context, Understanding, Behaviour and Effect (CUBE).

3.0 Purpose

This purpose of this policy is to assist managers and employees to work together in the management of stress in the workplace. This policy will apply to everyone in the Trust. The Trust will identify workplace stressors and conduct risk assessments to, wherever possible, eliminate or reduce the causes of stress and control the risks from stress. These risk assessments will be regularly reviewed. The Trust will consult with Staffside Safety Representatives and other stakeholders on all proposed action relating to the prevention of workplace stress.

3.1 The Legal Case: The Law Requires Employers to Tackle Stress

Leicestershire Partnership NHS Trust takes its legal obligations to minimise wherever possible the risk of work related stress and will ensure compliance with:

- The Management of Health and Safety at Work Regulations 1999: To assess the risk of stress-related ill health arising from work activities.
- National Institute for Health and Care Excellence (NICE) guidelines on promoting mental wellbeing at work also provide context for work on stress and should be implemented by NHS organisations (NICE 2009).

3.2 The Business Case: Tackling Stress Brings Business Benefits

Research has shown work-related stress to have adverse effects for organisations in terms of:

- Employee commitment to work
- Staff performance and productivity
- Staff turnover and intention to leave
- Attendance levels
- Staff recruitment and retention
- Customer satisfaction
- Organisational image and reputation
- Potential litigation.

3.3 The Moral/Ethical Case: Tackling Stress Prevents Ill Health

There is compelling evidence that prolonged periods of stress, including work-related stress, has an adverse effect on health. Research provides strong links between stress and:

- Physical effects such as heart disease, back pain, headaches, gastrointestinal disturbances or various minor illnesses
- Psychological effects such as anxiety and depression.

4.0 Definitions

Definitions of terms used within the context of this document.

The Health and Safety Executive define stress as:

“The adverse reaction people have to excessive pressure or other types of demand placed on them”.

This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress, which can be detrimental to health.

The Health and Safety Executive Management Standards for Work Related Stress (MSWRS) identifies six key potential stressors at work that, if properly managed proactively, can help to reduce work-related stress:

- **Demands** - Includes issues like workload, work patterns and the work environment.
- **Control** - How much say the person has in the way they do their work.
- **Support** - Includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues.
- **Relationships** - Includes promoting positive working to avoid conflict and dealing appropriately with unacceptable behaviour.
- **Role** - Whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles.
- **Change** - How organisational change (large or small) is managed and communicated in the organisation. The Trust has a number of policies and

arrangements to support staff in identifying stress (Section 7) and managing stress (section 9).

5.0 Duties within the Organisation

5.1 The Trust Board

The Trust Board has a legal responsibility for Trust policies and for ensuring that they are carried out effectively.

Through corporate Risk Register the Trust Board will receive assurance that systems are in place to effectively monitor, manage, and reduce work related stress.

5.2 Trust Board Sub-Committees

Trust Board Sub-Committees have the responsibility for ratifying policies and protocols.

5.2.1 The Strategic Workforce Group

The Strategic Workforce Group will be responsible for the stress management policy implementation, monitoring the effectiveness of the policy and resultant action plans. The Strategic Workforce Group will oversee monitoring of the efficacy of the policy and other measures to reduce stress and promote workplace wellbeing. The Group will report to the People and Culture Committee and act as its operational arm in the stress risk assessment process.

5.2.2 The Health and Safety Committee

As stress management arrangements fall under the enforcing body of the Health and Safety Executive the Health and Safety Committee will perform a pivotal role in reviewing and monitoring the stress management arrangements through receipt of exception reports from the Occupational Health Service.

5.3 Directors and Heads of Service

Directors and Heads of Service are responsible for:

- Considering stress as a key workplace risk and developing strategies for preventing, alleviating and responding to stress at work
- Ensuring that good human resource management practice is adopted.
- Ensuring that risk assessments are undertaken that take into account mental and psychological hazards and that suitable control measures to reduce risk and support vulnerable staff are put in place.

5.4 Managers and Team leaders

Managers and Team leaders will be responsible for:

- Conducting and implementing recommendations based on individual risk assessments within their area. Where required managers should seek help and advice from Occupational Health Department and/or Health and Safety Advisor/ HR Advisor of the Trust (Appendix 2).

- Referring staff absent from work with work-related stress for Occupational Health assessment and support.
- Ensuring good communication between management and staff, particularly where there are organisational and procedural changes:
 - Ensuring staff are fully trained to discharge their duties
 - Ensuring staff are provided with meaningful developmental opportunities
 - Developing their own skills in managing workplace health and wellbeing
 - Monitoring workloads to ensure that people are not overloaded.
- Monitoring working hours and overtime to ensure that staff are not in breach of Working Time Regulations and not overworking
- Monitoring and managing annual leave arrangements to ensure that staff are taking their full entitlement
- Attending training as requested in good management practice and health and safety to an appropriate level
- Ensuring that bullying and harassment is not tolerated and appropriate action is taken to prevent it
 - Ensuring that good human resource management practice is adopted.
- Dealing sensitively and effectively with staff reporting symptoms or feelings that could be stress related if they identify a member of staff presenting with stress like symptoms, will undertake a stress risk assessment and obtain further advice and support from Occupational Health, Health and Safety Advisor, and HR as required.
- Being vigilant and offering additional support to a member of staff who is experiencing stress outside work, e.g. bereavement or separation
- Coordinating and assisting in compilation of action plans for implementation, following definitions of interventions by staff focus groups
 - Managing implementation of the action plan and specific intervention.
- Signposting and advising employees to self-refer to Amica where appropriate.
- Raising with their own line manager issues that affect more than one individual in a team in line with the Risk Management Strategy.

5.5 Human Resources have a responsibility to:

- Give guidance to managers on the Management of Stress at Work Policy.
- Help monitor the effectiveness of measures to address stress by collating sickness absence statistics.
 - Advise managers and individuals on the availability of training.
- Provide continuing support to managers and individuals in a changing environment and encourage access to occupational workplace counsellors where appropriate (Amica).
- Assist and support the implementation of the MSWRS throughout the organisation
- Provide information regarding Amica Services
- Provide accountability, feedback and information to senior management and the Trust Board regarding implementation of the Trust's stress policy and the staff survey.
- Provide feedback and information to senior management and the trust board regarding implementation of the Trust's stress policy.
 - Support manager in implementing stress risk assessments.

5.6 Health and Safety Advisors have a responsibility to:

- Support managers with the stress risk assessment process.
- Monitor and review the effectiveness of measures taken to reduce stress in conjunction with HR.
- Inform the employer and the health and safety committee of any legislative changes and developments in the field of stress at work.

5.6.1 Health and Safety Representatives (from a recognised trade union or professional body) have a responsibility to:

- Provide specialist advice to the mandatory training syllabus Awareness Training on Stress
- Representatives must be meaningfully consulted on any changes to work practices or work design that could precipitate stress.
- Representatives must consult with unions and professional representatives (from a union recognised within the trust) representing staff members on the issue of stress including conducting any workplace surveys.
- Representatives must be meaningfully involved in the risk assessment process.
- Representatives should be allowed access to collective and anonymous relevant data from HR, such as sickness absence data related to Stress or staffing levels relating to Stress.
- Representatives are allowed under the facilities agreement to be provided with paid time away from normal duties to attend any Trade Union training relating to workplace stress.
- Representatives should be invited to conduct joint inspections of the workplace regularly to ensure that environmental stressors are properly controlled.
- Via the health and safety committees, Health and Safety representatives will receive reports relating to reported or identified work place health and safety incidents or issues;
- Representatives should be at the forefront and have a pivotal role in the implementation of the MSWRS. They should have an input into the project steering group and be intimately involved in the practical management of the project at every step.
- Monitor and review the effectiveness of measures taken to reduce stress.
- Inform the content of Mandatory training relating to stress.

5.7 The Occupational Health Service has a responsibility to:

- Provide specialist advice and support to staff and managers; This can be both to managers when they make a referral for their staff and to staff on self-referral
- Advise them and their management on a planned return to work and recommend how best to facilitate this.
- Advise employees on the role of Amica and assist in making a referral if required.
- Provide the Trust with information to be used in monitoring the effectiveness of measures to reduce stress.
- Assistance with the risk assessment process.

5.8 Employees of the Trust

Employees are responsible for:

- The health and safety of both themselves and others at work
- Familiarising themselves with the LPT's guidance for the Management of Stress at Work
- Raising issues of concern in relation to stress with their line manager, Human Resources Advisor, Health and Safety Manager or the Occupational Health Department; without highlighting their concerns management will not be able to help manage the issue
- Attending all identified training and development opportunities as required
- Accepting opportunities for counselling when recommended
- Participating fully in the risk assessment process and observe any control measures introduced as a result of the risk assessment
- Contributing to constructive and supportive relationships at work.

5.9 Availability of Counselling Services

The Trust has a number of services and support groups available to staff, these include:

- Armed Forces - for staff with experience with the armed forces
- Carers - for staff with caring responsibilities
- Mental and Physical Life Experiences (MAPLE) - for those with long term health conditions
- Neurodiversity - for staff with any range of neurodiverse conditions such as dyslexia, ADHD and autism
- Race Equality and Cultural Heritage (REACH) - for staff from black, Asian, or minority ethnic backgrounds
- Spectrum - a network focusing on LGBTQ+ issues, straight allies welcome
- Women's network - for discussing issues relating to women, all genders welcome
- Young Voices - for staff 16-35 for support and information on careers
- Amica counselling services
- Department of Spiritual and Pastoral Care (Listening Ear)
- Anti-Bullying and Harassment Service
- The Freedom to Speak up Guardians
- Staffside union representatives.

6.0 Access to information on management of work related stress

Information relating to management of work related stress including support available to staff can be accessed by all staff on LPT's website.

From time to time the information will be provided via emails and the Trust's newsletter.

6.1 Health and Safety Executive

The Health and Safety Executive publication on how to tackle work related stress can be found in Appendix 1.

6.2 Online Health and Wellbeing Portals

Staffnet has a dedicated page to health and wellbeing with resources and contact numbers available. Staff can also access resources via the online portal VIVUP and the Amica website

7.0 Identifying Signs of Stress in Self and Others

Stressors are the problem/reasons which can lead to a person becoming stressed. The management of such issues and whether or not a problem is perceived or present will vary from individual to individual. Individual workplace or personal issues may also be a factor. Whilst personal issues may not be the employer's responsibility, considering all the stressors together is likely to help resolve issues, reduce sickness absence and maximise productivity. Some of the observable indications of possible stress and mental health problems can be seen below:

Identifying Stress in Self

Physical Signs

Headaches, Tension, Indigestion, Breathlessness, Sleep disturbances, Rashes, Frequent Colds, Dry mouth, Dizziness, Recurrence of previous illness, Stumbling speech, Tiredness, Lethargy, Skin Dis-orders, Hand Tremors, Nail Biting, Rapid Weight loss, Over-eating

Mental Signs

Inability to concentrate, Worrying, Mistakes, Muddled thinking, Persistent negative thinking, Nervousness, Rashes

What to look for in yourself

Behavioural Signs

Unsociability, Restlessness, Lying, Reckless Driving, Change in appetite, Accidents at Home/work, out of character behaviour, decline in appearance/hygiene

Emotional Signs

Irritability, Tension, Moodiness, Withdrawal, Alienation, Dissatisfaction, Tearful, Anxious

Identifying Stress in Others

Poor performance at work, including:

Uncharacteristic errors, complaints, memory lapses, Indecisiveness, loss of control over work, increased time spent at work, makes reference to time pressures, declining/inconsistent performance

Withdrawal of interest or commitment for e.g.:

Arriving late, leaving early, resignation, reduced social contact, avoidance, lack of motivation, lack of holiday planning/usage, absenteeism, extended lunches

Aggressive behaviour such as:

Bullying & Harassment, Criticising others, malicious gossip, vandalism, shouting, deteriorating employee relations

What to look for in others

Immature or emotional behaviour such as:

Crying, Sulking, Arguments, Bad temper, Loss of sense of humour, Undue sensitivity, Over-reaction to problems, personality clashes, loss of confidence

Fixation such as:

Repeating arguments in meetings, Refusing to listen to suggestions, Insisting on using inadequate solutions

The following table lists the factors that may contribute to the risk:

Nature of the Work	Safeguarding Adults and Child Protection, Caring for profoundly ill patients, subject to traumatic incidents e.g. road accidents, sudden deaths, violent attack etc. Day to day verbal harassment by patients.
Poor Support	Working in isolation, including working from home, insufficient staff or management support, lacking work information, lacking essential skills or training.
Organisational Change	Job insecurity, changes to work base and job role.
Bullying or Harassment	By other member(s) of staff or management.
Workload	Having too much or too little work.
Role Demands	Uncertainty of role, conflicting demands, lack of feedback, lack of influence over work role, unrealistic workload.
Personal Problems	Bereavement, divorce, moving house, financial difficulties, domestic violence/abuse or other types of violence
Sickness Absence	Absence of colleagues leading to additional work pressures.
Ill-Health	Conditions that cause chronic pain, fatigue or physical impairment.
Working Environment	Lack of space, lack of natural light, lack of correct equipment, noise, working from home.

8.0 Prevention of Stress

8.1 Stress Risk Assessment

The principles of a risk assessment for stress are the same as for any other hazard. However, it is recognised that it may be more difficult for Managers to identify psychological hazards and that a slightly different method may be required to the approach used for the assessments of physical hazards.

Line managers play a vital role in identifying and managing stress within the organisation. They are likely to see the problems which cause stress first hand and will often be the first point of contact when an individual is feeling stressed.

It is essential that managers have the skills and behaviours to be able to look at development skills available within the Trust and seek advice from HR if further support is needed.

The stress risk assessment tool and action sheet can be found in Appendix 2.

8.2 Risk Assessment Process

There is a requirement to undertake appropriate risk assessment for the prevention and management of work related stress.

As outlined in HSE guide for employers on 'How to tackle work-related stress: 'A guide for employers on making the Management Standards work' the risk assessment process involves the following 5 steps.

8.2.1 Step 1: Identify the risks - Understand the Management Standards

There are six areas of work (stressors) that can have a negative impact on employee health if not properly managed. These are outlined in the Appendix 1: Management Standards, along with descriptions of good practice.

The six Management Standards cover:

Demands	Includes workload, work patterns and the work environment
Control	How much say a person has in the way they do their work
Support	Includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues.
Role	Whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles
Change	How organisational change (large or small) is managed and communicated in the organisation.
Relationships	Promoting positive working to avoid conflicting and dealing with unacceptable behaviour.

8.2.2 Step 2: Decide who might be harmed and how - Gather data

Information may already exist in a variety of forms which can assist in identifying areas of good and poor practice. It is better to use data from a number of sources and look for relationships within the data to get a more accurate view of the current state data.

Annual staff surveys and/or the Organisation's Health Audit can be used to gather the views of employees. These can be used as a source of data, but should not be the only data used to assess those at risk.

The analysis of your data will help to understand the organisation's current situation. This can be used as a starting point, working with employees to improve health, well-being and performance.

Typical data available includes:

- Surveys
- Sickness absence data
- Staff turnover rates
- Exit interviews
- Number of referrals to occupational health
- Information from existing staff support groups
- Appraisal.

8.2.3 Step 3: Evaluate the risks - Explore Problems and Develop Solutions

The results from Step 2, along with the Management Standards, should be used to decide what to do in this step. Managers should identify hot spots and priority areas. Results of this should be discussed with employees so that work can commence to determine how to address the gap between current performance and the 'states to be achieved' within the Management Standards. It is important to involve employees and staff side representatives in discussions as they are often the ones closest to the issues and best placed to suggest improvements.

8.2.4 Step 4: Record findings - Develop and Implement Action Plans

It is often the case that the actions from Step 3 are aimed at different levels of the organisation such as team, department, or directorate and will deliver in different timescales (short, medium or long). So, when compiling an action plan, managers should consider how they intend to evaluate each action and how they will know whether it has been successful. When complete the action plan should be communicated to employees. Some examples of popular actions are:

- Giving specific groups of employees more control over aspects of their work.
- Improving communication up and down the management chain, and between groups.
- Management development, particularly in interpersonal skills.
- Job reviews/task analysis using the Management Standards as a framework.
- Updating a specific policy or procedure shown to have failings.

8.2.5 Step 5: Monitor and review

Monitor the actions in the plan to ensure they are having the desired effect in the appropriate timescale. At this stage managers should reflect on the outcomes. In particular, they should consider what can be done in the future to prevent the problems identified happening again so they are able to deal with them in a proactive rather than reactive way.

It should be noted that good stress management is not about a survey, but is an ongoing process of continuous improvement. Managers, as with all risk assessments, must record what they have done. As part of the monitoring process, they may need to repeat the Management Standards approach again.

8.3 Examine existing data:

8.3.1 Sickness absence data

Look at records of absence generally and stress related absence in particular. Is sickness absence increasing? Are patterns emerging? Is stress cited as a reason for absence? Do some groups of staff have more stress related absence than others?

8.3.2 Turnover rates

Review figures on staff turnover - are they high in some areas without any obvious reason.

8.3.3 Exit Interviews

Look at the reasons staff give for leaving and any other issues identified in Exit Interviews.

8.3.4 Accidents at work

Is there any increase in accidents/near misses related to human factors?

8.3.5 Reports of bullying/harassment/grievances

What is the incidence of such reports? Do some departments/teams have a greater number of issues than others?

8.3.6 Staff Surveys

Results of staff survey may also help identify areas of concern.

8.3.7 Occupational Health Reporting

Have Occupational Health identified any potential stress related issues affecting staff?

8.3.8 Appraisals/Team Meetings

Has a member of your team brought to your attention any concerns relating to their ability to manage stressors?

8.4 Assess any risks to health and implement control measure

Attached to this Policy and Procedure is a risk assessment tool that should be used where it would be reasonable to suspect that stress is likely to be a risk.

The purpose of this assessment is to establish:

- whether a risk exists
- who would be affected and how
- what is currently being done to reduce the risk
- what else could be done if current measures are not satisfactory.

The assessment also enables monitoring of the control measures and review at an agreed frequency.

The assessment should be reviewed where there is reason to believe its contents are no longer valid, this could be because the type of work has changed, staff profile is different, more knowledge or evidence comes to light, e.g. through sickness absence, research, staff surveys etc.

8.5 Risk Reduction Measures

- Managers should ensure that the causes of sickness absence are investigated thoroughly and that any underlying causes are identified. Occupational Health should be consulted where it is necessary to do so, this should not be limited to the specific circumstances outlined within the Attendance Management and Wellbeing Policy and Procedure.
- Other Human resources policies should be considered and acted upon where it is deemed appropriate to do so e.g. Dispute Resolution, Agile Working policy and Flexible Working Policy and Procedure, Domestic Violence guidance for Managers, Reasonable Adjustment Policy
- Deployment of excellent HR/Management practice.
- Managers should bring this policy to the attention of their staff and in doing so should encourage an honest and open approach to stress.
- Managers should ensure that they meet regularly with staff both on a group and individual basis and that this time is protected.
- Deadlines should be reasonable and agreed by both staff and managers. The following factors will have an important bearing on stress and all staff should endeavour to work in ways which encourage the development of employment and management practice which minimises the causes of low morale and stress. This will include:
 - Clear organisational structures and practices
 - Clear job descriptions that clarify roles, responsibilities and tasks
 - Appropriate recruitment, selection training and staff development
 - Clear and open channels of communication to enable two way communications
 - Strong team working ethos
 - Provision of flexible working practice that can maintain a balance between work and home life
 - Balanced case load management
 - Regular supervision and feedback determined by both parties
 - Professional support at an appropriate level and where it is needed
 - Regular Appraisals.

8.6 Team Support

It is recognised that good communication helps to prevent work related stress. Team meetings can be an effective forum for discussing work issues and finding solutions to problems. It is important staff feel able to be open and honest in meetings and is encouraged to raise concerns. Actions arising from meetings should be identified and outcomes noted.

8.7 Individual Support

Regular planned meetings between individuals and their line managers to review work progress and provide support with respect to work issues are also valuable forums for ensuring that staff are coping with their workload.

For staff involved in clinical practice, clinical supervision is a key support mechanism.

8.9 Training

It is important to ensure that staff have the required skills to do their job. This includes having the necessary professional/technical skills for the work but also includes 'on the job training' in the way in which tasks are required to be carried out within this organisation. The need for any additional technical training should be identified by the line manager.

Managers and other professionals should be trained in the assessment and management of stress related issues. Staff who are likely to, or have experienced problems should attend stress management courses. General stress management training may be useful for all staff and should include spotting signs of stress within themselves and others as well as coping strategies.

8.10 Serious Incidents

Support should be available for staff involved in Serious Incidents in a timely way and in a form appropriate to the incident in question. Support is likely to involve initial debriefing followed by psychological support where it is appropriate to do so. This may be ongoing for a period of time.

9.0 Managing Staff with Stress Related Illness

As stress is an individual response to a particular issue or set of circumstances, individuals will have different coping thresholds and it is difficult to predict who is likely to suffer with stress. A further complication is that individuals will have different coping thresholds depending on other circumstances in their lives.

Good management techniques, as highlighted elsewhere in this document, should alert managers to changes in the behaviour, reactions or performance of their staff that may indicate when an individual is stressed. However, some people will not display overt signs and managers cannot always predict when someone is stressed. Often the first indication is when an episode of sickness occurs with stress/anxiety or depression highlighted on the certificate.

Any absence should be dealt with in accordance with Attendance Management and Wellbeing Policy and Procedure, the following should be considered:

- Maintain regular contact with the member of staff, if it is a long term absence, at an

agreed frequency

- Refer to Occupational Health at an early stage. Occupational Health will decide the appropriate time to see the person and will ensure that they are receiving appropriate treatment/support.
- Discuss a rehabilitation plan with Occupational Health.
- Meet with the person on their return to work to ensure any workplace stressors are identified and addressed.
- Review the stress risk assessment and see if any additional control measures are required.
- Ensure that any additional support mechanisms identified are actioned and monitor how well these are working.

10.0 Monitoring Compliance and Effectiveness

Page/Section	Minimum Requirements to monitor	Process for Monitoring	Responsible Individual /Group	Frequency of monitoring
	How workplace stressors are identified	Stress risk assessments included in health and wellbeing report	Workforce Development Group	Quarterly
	How the organisation carries out risk assessments for the prevention and management of work- related stress	Risk assessment process, Incident reporting process – work related stress is a reportable incident	Individual line managers	As required

The effectiveness of this policy will be reviewed via the Strategic Working Group. Regular monitoring of stress related risks that have been identified will be logged onto the Trust's corporate Risk Register.

The Human Resources Department in conjunction with Communications will make available the results of annual staff survey results pertinent to the HSE Management Standards; these will be monitored and reviewed by the Health & Safety Committee.

In addition Human Resources will make available to the Strategic Workforce Group data on staff sickness and turnover.

This document will be audited by collecting data by means of a review on an annual basis against the following standards:

- Monthly review of reasons for absence and steps taken to reduce absence levels.
- Annual staff opinion survey results and monitoring of associated action plans through Directorate meetings.
- Review of exit questionnaire data.

11.0 Links to Standards/Performance Indicators

TARGET/STANDARDS	KEY PERFORMANCE INDICATOR
Care Quality Commission registration standards (outcome 14) <i>Supporting Workers</i> (21) of the Health & Social Care Act (2008) (Regulated Activities Regulations 2010 CQC essential standards)	The Trust maintains compliance with CQC registration standards, this policy supports outcome standards 14

12.0 Dissemination and Implementation

12.1 The policy is approved by the Leicestershire Partnership NHS Trust Strategic Workforce Group and is accepted as a Trust wide policy. This policy will be disseminated immediately throughout the Trust following ratification.

12.2 The dissemination and implementation process is:

- Line Manager will convey the contents of this policy to their staff
- Staff will be made aware of this policy using existing staff newsletters and team briefings
- The Policy will be published and made available on the Internet.

12.3 Where applicable staff will receive training, information and instruction.

12.4 This policy is available and accessible for those requiring information in braille and an interpretation service is available to different nationalities who require them.

13.0 Training

There is no training requirement identified within this policy.

References and Associated Documentation

This policy was drafted with reference to the following:

Tackling stress: The Management Standards approach. – change to **Tackling work-related stress using the Management Standards approach**

<https://www.hse.gov.uk/pubns/wbk01.htm>

How to tackle work-related stress

A guide for employers on making the Management Standards work

<https://www.hse.gov.uk/pubns/indg430.pdf>

Guidance on Prevention and Management of Stress at Work. NHS Employers(2014) available at www.nhsemployers.org

Health & Safety Executive (HSE). (2004a). *Action plan template*. Available at: www.hse.gov.uk.

Health & Safety Executive (HSE). (2004b). *Demands: Are You Doing Enough?* Available at: www.hse.gov.uk.

Health & Safety Executive (HSE). (2004c). *How To Organise And Run Focus Groups*. Available at: www.hse.gov.uk.

Health & Safety Executive (HSE). (2004d). *HSE Management Standards Analysis Tool*. Available at: www.hse.gov.uk.

Health & Safety Executive (HSE). (2004e). *Securing Management Commitment*. Available at: www.hse.gov.uk.

Health & Safety Executive (HSE). (2004f). *Working Together to Reduce Stress at Work: A Guide for Employees*. Available at: www.hse.gov.uk.

Health & Safety Executive (HSE). (2005). *Tackling stress: The Management Standards approach*. Available at www.hse.gov.uk.

Health & Safety Executive (HSE). (2007b). *HSE Management Standards Indicator Tool*. Available at: www.hse.gov.uk.

Health & Safety Executive (HSE). (2007c). *Management Standards for Work-related Stress*. Available at: www.hse.gov.uk.

Health & Safety Executive (HSE). (2007d). *Overview: The Management Standards and the 5 Steps to Risk Assessment*. Available at: www.hse.gov.uk.

Health & Safety Executive (HSE). (2007e). *Steering Groups*. Available at: www.hse.gov.uk.

Health & Safety Executive (HSE). (2007f). *Step 1 - Identify the Hazards*. Available at:

www.hse.gov.uk.

Health & Safety Executive (HSE). (2007g). *Work-related Stress*. Available at: www.hse.gov.uk.

Health and Safety at Work etc. Act 1974 (c. 37). London: Stationery Office. *The Management of Health and Safety at Work Regulations 1999* London: Stationery Office.

The Management Standards
As outlined in the HSE Publication
'How to tackle work-related stress'

A guide for employers on making the Management Standards work'

1. Demands

Includes issues like workload, work patterns, and the work environment

The Standard is that:

- employees indicate that they are able to cope with the demands of their jobs and systems are in place locally to respond to any individual concerns.

What should be happening/States to be achieved?

- the organisation provides employees with adequate and achievable demands in relation to the agreed hours of work
- people's skills and abilities are matched to the job demands
- jobs are designed to be within the capabilities of employee and
- employees' concerns about their work environment are addressed.

2. Control

How much say the person has in the way they do their work.

The Standard is that:

- employees indicate that they are able to have a say about the way they do their work and
- systems are in place locally to respond to any individual concerns.

What should be happening/States to be achieved:

- where possible, employees have control over their pace of work
- employees are encouraged to use their skills and initiative to do their work
- where possible, employees are encouraged to develop new skills to help them undertake new and challenging pieces of work
- the organisation encourages employees to develop their skills
- employees have a say over when breaks can be taken and
- employees are consulted over their work patterns.

3. Support

Includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues

The Standard is that:

- employees indicate that they receive adequate information and support from their colleagues and superiors and
- systems are in place locally to respond to any individual concerns.

What should be happening/States to be achieved:

- The organisation has policies and procedures to adequately support employees
- systems are in place to enable and encourage managers to support their staff
- systems are in place to enable and encourage employees to support their colleagues
- employees know what support is available and how and when to access it
- employees know how to access the required resources to do their job and
- employees receive regular and constructive feedback.

4. Relationships

Includes promoting positive working to avoid conflict and dealing with unacceptable behaviour

The Standard is that:

- Employees indicate that they are not subjected to unacceptable behaviours, e.g. bullying at work and
- systems are in place locally to respond to any individual concerns.

What should be happening/States to be achieved:

- the organisation promotes positive behaviours at work to avoid conflict and ensure fairness
- employees share information relevant to their work
- the organisation has agreed policies and procedures to prevent or resolve unacceptable behaviour
- systems are in place to enable and encourage managers to deal with unacceptable behaviour and
- systems are in place to enable and encourage employees to report unacceptable behaviour.

5. Role

Whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles

The Standard is that:

- employees indicate that they understand their role and responsibilities and
- systems are in place locally to respond to any individual concerns.

What should be happening/States to be achieved:

- the organisation ensures that, as far as possible, the different requirements it places upon employees are compatible
- the organisation provides information to enable employees to understand their role and responsibilities
- the organisation ensures that, as far as possible, the requirements it places upon employees are clear and
- systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities.

6. Change

How organisational change (large or small) is managed and communicated in the organisation

The Standard is that:

- employees indicate that the organisation engages them frequently when undergoing an organisational change and
- systems are in place locally to respond to any individual concerns.

What should be happening/States to be achieved:

- the organisation provides employees with timely information to enable them to understand the reasons for proposed changes
- the organisation ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals
- employees are aware of the probable impact of any changes to their jobs. If necessary, employees are given training to support any changes in their jobs
- employees are aware of timetables for changes and
- employees have access to relevant support during changes.

STRESS RISK ASSESSMENT TOOL and ACTION SHEET

Name of the post holder:	Date of Assessment:
Service:	Name of the Assessor:
Job Title:	Title of the Assessor:

- The following table should be completed by the Line Manager with the member of staff concerned. **You do not have to consider every question. It is important to complete those questions most useful in the circumstances.**
- The table below includes suggestions and possible actions for consideration.
- The questions are based on the HSE Management Standards and look at the key areas of work that, if properly managed, can help to reduce work related stress.
- The questions are part of a supportive process to assist managers and staff in the identification of hazards, deciding who might be affected, evaluating the risks and frequency.

	Question	Yes	No	Possible Action/s	Agreed Action/s	Person responsible	Delivery deadline
1	Role Definition:						
	<ul style="list-style-type: none"> • Is role clearly defined? • Are duties and responsibilities clear? • Is it clear how to go about getting their job done? • Is the role clearly linked to goals and objectives for the directorate/ team/service? 			<ul style="list-style-type: none"> • Ensure duties and responsibilities expected are not excessive and demands not unreasonable • Clarify goals and objectives for the job/role - ensuring no ambiguity • Build in the opportunity to provide regular clear feedback on performance • Are there any aspects of the role they find particularly difficult? • Agree 1-1 meetings 			

	Question	Yes	No	Possible Action/s	Agreed Action/s	Person responsible	Delivery deadline
	<ul style="list-style-type: none"> • Have they had adequate training in all aspects of role? 			<ul style="list-style-type: none"> • Confirm Appraisal date. 			
2	Control:						
	<ul style="list-style-type: none"> • Will staff have any say in how to do and plan their work? • Can the employee set own work speed? • Can the employee decide when to take a break? 			<ul style="list-style-type: none"> • Where practicable, enable staff to exert autonomy within role • Encourage delegation and empowerment of others • Encourage training to support delegation (to individual and team). 			
3	Work Pressures – High:						
	<ul style="list-style-type: none"> • Are deadlines within role unachievable? • Is employee required to work long hours? • Are time pressures unrealistic? • Are staff comfortable with amount of work? • Do they set timescales to achieve? • Is the intensity of the workload too great for the individual? 			<ul style="list-style-type: none"> • Offer support in prioritising tasks and cut out unnecessary work and bureaucracy • Try to give warning of urgent jobs • Assist in the scheduling of work to ensure adequate and appropriate resources - one to one meetings, supervisions. • Support staff when undertaking new and unfamiliar tasks - Who can help with training? 			

	Question	Yes	No	Possible Action/s	Agreed Action/s	Person responsible	Delivery deadline
				<ul style="list-style-type: none"> • Meet regularly to review workload • Encourage staff to take annual leave allowance • Encourage breaks • Flexible working. 			
4	Work Pressures – Low:						
	<ul style="list-style-type: none"> • Is the staff member finding the work boring, monotonous or unchallenging? • Are they getting to use their skills? • Are there any issues around workload? 			<ul style="list-style-type: none"> • Where reasonably practicable, rotate boring and repetitive jobs • Appraisal, one to ones, supervisions • Where possible increase the variety of tasks – through projects • Where possible ensure resources are available or tasks reviewed. 			
5	Relationships at Work:						
	<ul style="list-style-type: none"> • How are staff supported by colleagues? • How are staff relationships in the team? • Is there a concern re bullying and harassment in job/role? • Are staff aware of policies and sources or support? 			<ul style="list-style-type: none"> • Encourage team working • Encourage team members to give open and honest feedback to each other • Demonstrate and encourage appreciation of others and difference • Promote an atmosphere of mutual respect • Ensure all staff are aware that inappropriate behaviour at work will not be tolerated • Refer to the Dispute Resolution Policy and attend 			

	Question	Yes	No	Possible Action/s	Agreed Action/s	Person responsible	Delivery deadline
				the training to support this policy <ul style="list-style-type: none"> • Seek the support of HR if an allegation of harassment or bullying is made • Anti-bullying, Relationships at Work, Amica, Occupational Health, Listening Ear. 			
6	Support:						
	<ul style="list-style-type: none"> • If work gets difficult who can they go to for help and support? • Is employee given the opportunity of supportive feedback on the work they do? 			<ul style="list-style-type: none"> • Explain how to raise concerns and call on your support. • Encourage / enhance team working / support. Ask Staff Training and Development for support with this • Hold regular team meetings • Be approachable and receptive to feedback • Consider referral to Occupational Health, Amica • Can peer support be made available? 			
7	Change:						
	<ul style="list-style-type: none"> • Are employees consulted / updated about changes in the team? • Are employees clear about how the change will affect them in practice? 			<ul style="list-style-type: none"> • Ensure clear and appropriate communication on proposed changes • Ensure individuals understand the reasons for change and the likely timescales • Ensure adequate consultation wherever 			

	Question	Yes	No	Possible Action/s	Agreed Action/s	Person responsible	Delivery deadline
				<p>possible and provide opportunities for comment and input</p> <ul style="list-style-type: none"> • Give support to individuals during the change process. 			
8	Training:						
	<ul style="list-style-type: none"> • Is additional training required to support individuals in undertaking job/role? 			<ul style="list-style-type: none"> • Provide training as required • Ensure Staff Development and Appraisal is implemented • Ensure any changes to role are supported with relevant training. 			
9	Physical Demands and Work Environment						
	<ul style="list-style-type: none"> • Does role involve excessive physical demands such as heavy lifting, standing for long periods of time, repetitive movements that may cause concern? • Is the work environment adequate / comfortable? • Is it free from hazards such as cigarette smoke and unacceptable levels of noise? 			<ul style="list-style-type: none"> • Undertake a H&S Risk Assessment • Remove excessive and unreasonable demands • Encourage suggestions on how to improve work environment and give these due consideration. 			

	Question	Yes	No	Possible Action/s	Agreed Action/s	Person responsible	Delivery deadline
10	Other Issues:						
	<ul style="list-style-type: none"> • Are there any other issues / stressors that need to be taken account of e.g. difficulties at home, unexpected life changes, etc. • Can staff have their say? 			<ul style="list-style-type: none"> • Support individuals where possible • Provide them with the supporting staff mental health resource sheet • Advise them of the psychological support pathway. • Team Meetings • Supervision. • Staff support groups • Health and wellbeing pages on Staffnet 			

The Action/s column should include details of what the issues are, what measures are currently in place, what improvements can be made and what actions will be taken to make the improvements.

Following completion of the questions above it is suggested:

- Managers consider the possible actions and document proposed actions for reducing the pressures that lead to stress, where reasonably practical within the action/s column. It may be helpful to talk with **Human Resources / Union Representative** to assist you with this.
- Undertake proposed actions and then set a date to review.
- Complete and return to Human Resources to enable monitoring of the use of the stress risk assessment tool.

A copy of the completed Stress Risk Assessment Tool should be kept by the line manager and a copy sent to the HR Advisor.

Evaluation of Stress Risk Assessment

Please Detach and Return to Human Resources at Room 100, PENN LLOYD BUILDING, COUNTY HALL, GLENFIELD, LEICESTER, LE3 8TB or electronically to lpt.hradvisoryteam@nhs.net

To be completed by the Employee and Manager

Date Stress Risk Assessment Completed: _____

Employee Name: _____

Manager's Name: _____

Summary of Actions to be taken: _____

Service Area: _____

Directorate: _____

To be completed by the Employee

Name: _____

Please rate the following in a scale of 1 – 5 (1 being not at all and 5 being very)

1) How useful was the Stress Risk Assessment tool at helping to identify the causes of stress? (please tick one)



2) How useful was the Stress Risk Assessment tool at helping to identify actions to address the causes of stress? (please tick one)



Any Comments (Please include suggestions on any improvements that could be made):- _____

To be completed by the Manager

Name: _____

Please rate the following in a scale of 1 – 5 (1 being not at all and 5 being very)

1) How useful was the Stress Risk Assessment tool at helping to identify the causes of stress? (please tick one)



2) How useful was the Stress Risk Assessment tool at helping to identify actions to address the causes of stress? (please tick one)



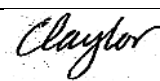
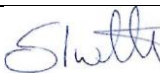
Any Comments (Please include suggestions on any improvements that could be made):- _____

Appendix 3 The NHS Constitution

- The NHS will provide a universal service for all based on clinical need, not ability to pay.
- The NHS will provide a comprehensive range of services.

Shape its services around the needs and preferences of individual patients, their families and their carers	<input type="checkbox"/>
Respond to different needs of different sectors of the population	<input type="checkbox"/>
Work continuously to improve quality services and to minimise errors	<input type="checkbox"/>
Support and value its staff	X
Work together with others to ensure a seamless service for patients	<input type="checkbox"/>
Help keep people healthy and work to reduce health inequalities	X
Respect the confidentiality of individual patients and provide open access to information about services, treatment and performance	<input type="checkbox"/>

Appendix 4 Due Regard Screening Template

Section 1	
Name of activity/proposal	Management of Stress at Work Policy and Procedure
Date Screening commenced	26 September 2023
Directorate / Service carrying out the assessment	Human Resources
Name and role of person undertaking this Due Regard (Equality Analysis)	Claire Taylor, Head of Operational HR
Give an overview of the aims, objectives and purpose of the proposal:	
AIMS: This purpose of this policy is to assist managers and employees to work together in the management of stress in the workplace.	
OBJECTIVES:	
<ul style="list-style-type: none"> To raise awareness amongst managers and staff in managing stress effectively. To proactively and reactively manage the issue of stress Minimise the impact of work related stress within LPT. Provide the necessary resources to identify and stress and provide support for those experiencing stress Provide managers with a clear procedure to follow when dealing with work related stress. 	
Section 2	
Protected Characteristic	If the proposal/s have a positive or negative impact please give brief details
Age	This policy has a positive impact, as the aim is to support staff and managers to deal with work related stress. The policy will provide guidance on responsibilities of employees, managers and team leaders and provide sign posting to access of counselling services and information, as well as helping to identify signs of stress in self and others and the factors which may contribute to stress.
Disability	
Gender reassignment	
Marriage & Civil Partnership	
Pregnancy & Maternity	
Race	
Religion and Belief	
Sex	
Sexual Orientation	
Other equality groups?	
Section 3	
Does this activity propose major changes in terms of scale or significance for LPT? For example, is there a clear indication that, although the proposal is minor it is likely to have a major affect for people from an equality group/s? Please tick appropriate box below.	
Yes	No <input checked="" type="checkbox"/>
High risk: Complete a full EIA starting click here to proceed to Part B	Low risk: Go to Section 4.
Section 4	
If this proposal is low risk please give evidence or justification for how you reached this decision:	
Signed by reviewer/assessor	 Date 26/09/2023
<i>Sign off that this proposal is low risk and does not require a full Equality Analysis</i>	
Head of Service Signed	 Date 28/09/2023

Appendix 5 Data Privacy Impact Assessment Screening

<p>Data Privacy impact assessment (DPIAs) are a tool which can help organisations identify the most effective way to comply with their data protection obligations and meet Individual's expectations of privacy.</p> <p>The following screening questions will help the Trust determine if there are any privacy issues associated with the implementation of the Policy. Answering 'yes' to any of these questions is an indication that a DPIA may be a useful exercise. An explanation for the answers will assist with the determination as to whether a full DPIA is required which will require senior management support, at this stage the Head of Data Privacy must be involved.</p>		
Name of Document:	Management of Stress at Work Policy	
Completed by:	Claire Taylor	
Job title	Head of Operational HR	Date 26/09/2023
Screening Questions	Yes / No	Explanatory Note
1. Will the process described in the document involve the collection of new information about individuals? This is information in excess of what is required to carry out the process described within the document.	Yes	Yes – Carrying out the risk assessment may result in new information being divulged
2. Will the process described in the document compel individuals to provide information about them? This is information in excess of what is required to carry out the process described within the document.	Yes	Yes – the completion of the Stress risk assessment may result in more in-depth conversations of stressors outside of work e.g. debts.
3. Will information about individuals be disclosed to organisations or people who have not previously had routine access to the information as part of the process described in this document?	Yes	Yes – OH referrals may be made with details to seek support for the staff.
4. Are you using information about individuals for a purpose it is not currently used for, or in a way it is not currently used?	No	
5. Does the process outlined in this document involve the use of new technology which might be perceived as being privacy intrusive? For example, the use of biometrics.	No	
6. Will the process outlined in this document result in decisions being made or action taken against individuals in ways which can have a significant impact on them?	Yes	Yes – Possible work hour adjustments to support staff
7. As part of the process outlined in this document, is the information about individuals of a kind particularly likely to raise privacy concerns or expectations? For examples, health records, criminal records or other information that people would consider to be particularly private.	Yes	Yes – staff may divulge any number of issues that are causing them stress as a result of the assessment. In extreme cases this may result in privacy concerns.
8. Will the process require you to contact individuals in ways which they may find intrusive?	Yes	Yes- to check their wellbeing
<p>If the answer to any of these questions is 'Yes' please contact the Data Privacy Team via Lpt-dataprivacy@leicspart.secure.nhs.uk In this case, ratification of a procedural document will not take place until review by the Head of Data Privacy.</p>		
Data Privacy approval name:	Sarah Ratcliffe	
Date of approval	05/10/2023	

Acknowledgement: This is based on the work of Princess Alexandra Hospital NHS Trust