

**HSE Management Standards**

***A framework for improving organisational culture***



Oxford Health NHS Foundation Trust (OHFT) is committed to protecting the health & safety and wellbeing of all employees. It is of great importance to OHFT that it has a happy and healthy workforce, not only because it is the right thing to do but in addition to this, employee wellbeing and stress management are within the overall “duty of care” that as an employer, OHFT owes this to its employees.

The NHS Health and Wellbeing Review concluded that: “healthier staff, teams that are not disrupted by sickness, or where staff are not under undue stress, and lower turnover rates all contribute both to quality of care given to patients and to patient satisfaction”. (NHS health and Well-being Review – interim report Dr Steven Boorman 2009)

This **framework** is in response to the actions required both by **national** and **local** drivers:

**Thriving at Work – The Stevenson / Farmer review of mental health and employers** - the Governments vision of moving “*to a society where all of us become more aware of our own mental health, other people’s mental health and how to cope with our own in supporting this vision, we have identified as a priority”* (Stevenson/Farmer 2017)

**Tackling bullying in the NHS** – a collective call to action - the agreed goal of the SPF for *NHS organisations to provide excellent, compassionate, leadership in a supportive culture where staff flourish and problem behaviours such as bullying disappear.* **The Social Partnership Forum** (SPF) 2016, invites senior leaders in all NHS organisations to work in partnership with their staff side representatives in preparing a commitment to:

* *Achieve the overarching leadership and cultural change to tackle bullying with staff*
* *Support staff to respectfully challenge problem behaviours in the meantime*
* *Publish their plans and progress to staff, patients and the public can hold them to account*

**Workforce Stress and the Supportive Organisation** (February 2019)–The National Workforce Skills Development Unit, NHS Health Education England

**NHS Long Term Plan** (January 2019)

**Interim NHS People Plan** (June 2019)

**OHFT** aims to:

* creating a positive culture of dignity and respect supporting our staff in their wellbeing and ability/confidence in speaking up to raise concerns, as well as developing our managers to have a supportive, inclusive and compassionate style
* encourage and promote good mental health of all staff and an open organisational culture

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| **HSE Standards** | **No.** | **What we will do** | **Who will lead** | **Milestones for success** | **Progress****Completed****In progress****To be completed by** | **How will success be measured** |
| Control |  | 1 | Implementation of the “Thriving at Work” core Mental Health StandardsTackling bullying in the NHS | Tim Boylin/Roz O’Neil | Adoption of the 6 Core Standards as encouraged by The Government’s independent review, *Thriving at Work 2017* | June 2019April 2020April 2018 & ongoing | Improve staff’s mental health & wellbeing |
| Relationships |  |
| Control |  | 2 | Implementation of HSE Management Standards as a Key theme for improving staff health & wellbeing, including a leadership and cultural change to support and promote staff wellbeing(Workforce Stress and the Supportive Organisation) | Tim Boylin/Staff Side/Roz O’Neil | Risk Assess organisation to enable identification of key stressors utilising both internal, external data and staff stress surveyThree working groups to identify key actions aligned to the HSE Management Standards annual Stress Staff Survey | April 2018April 2018May 2018, 2019 & Ongoing | Staff aware of key standards are confident in referring to them Place people would like to workEvidenced best practice in actionManagers have clear guidance and feel supported Improvement in Staff Health & WellbeingStaff feel committed to creating a positive culture which enhances good mental health |
| Relationships |  |
| Support |  |
| Change |  |
| Role |  |
| Demand |  |
| Relationships |  | 3 | Freedom to Speak Up Guardian role well established and reports to CEO, with updates to the Board. | Caroline Griffiths | Offers independent and confidential support to staff who wish to raise concerns that could affect patient safety and where staff feel they want to share any concerns | 2016 & ongoing | Staff have protected space to share concernsStaff feel supported and valuedIdentification of themes and patterns |
| SupportControl |  | 4 | Employee Assistance Programme | Roz O’Neil Communications | Secure funding – December 2018Procurement process – December 2018Out to Tender – August 2019Promotion and launch – September/October 2019 | December 2018August 2019October 2019 | Staff feel supported/valued and empowered to look after own healthImproved support in line with best practice |
| Support |  | 5 | Set up of Staff Support Hub on intranet and paper format leaflet to centralise all support available to staff, including mediation. | Tim Boylin/Roz O’Neil | Bring together all support information into one easily accessible area both on the intranet and in paper format | October 2018 & ongoing | Improved, timely and appropriate treatment for staff involved, signpostingStaff feel empowered |
| Relationships |  |
| SupportControl |  | 6 | Support for PDRs, supervision (clinical and managerial) | Helen Green | Communication/promotionLead by exampleEnable protected time to embrace these | 2018 & ongoing | Staff feel supported, valued and inspiredProtective time for reflection/supervisionImprovement in recorded uptake of PDRs and supervision (both managerial and clinical) |
| SupportChange Relationships |  | 7 | Support and training to enable managers to recognise poor mental health and tackle it early and respectfullyEnable managers to build skills and management styles that enable supportive conversations with staffEncourage and support positive manager behavioursMental Health First Aid course | HR and L&DL&D | HSE Management Standards embrace an open culture which includes positive behaviours, action includes education and information promotion/recognitionDesigned to deeper understanding of mental health and factors which can affect own and others wellbeing | April 2020April 2020April 2018 & ongoing2017(TBC) & ongoing | Staff feel empowered to recognise poor mental health, have the skills to be supportive and have clear guidelines on managing mental health issues Staff feel empowered to have caring/compassionate conversations with the ability to offer guidance/support going forward |
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|  Support |  | 8 | Equality & Diversity – Fair treatment at Work (see People strategy for more detail) Recognising that there may be a need for individualised or support and/or spiritual guidance in relation to staffs needs as well as a diversity of support measures dependant on culture of individual | Mo Patel | Support groupsEducation/promotionCommunication | November 2016 & ongoing | Staff feel more empowered and confidentStaff feel they have been treated fairlyStaff feel supported and valued |
| Relationships |  |
| Support |  | 9 | Spiritual & Pastoral care support, one to one or groupRetreats | Guy Harrison | Offers one to one and team support which is ongoingDebriefs following potential, traumatic work -related incidentsSafe space to reflect, explore way forward | 2014 & ongoing2015 & ongoing2018 & ongoing | Staff feel valued and supportedImproved outcomes for patients, carers and staffStaff feel valued, benefit greatly and return to work sooner or remain in work |
| RelationshipsControl |  |
|  Support |  | 10 | Post incident support - Ongoing work to fast track support post traumatic incident Suicide Prevention support | Jo Ryder/John PimmKaren Lascelles | Identification of key working groupProposal to BoardFundingImplementationLatest strategy | 201820192019April 2020January 2019 | Reduction in incidents escalating to more serious in mannerStaff feel valued and supportedClear, user friendly advice/guidance/processStaff feel supported/valued/educational/preventative |
| Control |  |
| Relationships |  |
| Support |  | 11 | Conflict Management training | Kirsty Smith | Enable accessibility to training and evidence in practice | 2013 & ongoing | Staff feel safe and empowered to deal with potential escalating concerns within their work environment |
| Control |  |
| Relationships |  |
| Support |  | 12 | Introduce Schwartz Rounds  | Guy Harrison / Marie Croft /Roz O’Neil | Secure funding – February 2019Identify initial areas – May 2019Training – July 2019Roll out September 2019 | February 2019May 2019July 2019September 2019 & ongoing | Protected time for reflection/supervisionStaff feel valued and supported |
| Control |  |
| Relationships  |  |
| Support |  | 13 | Working with RCN to identify and train “Cultural Ambassadors” to support the Trust in addressing the disproportionately high number of BME staff in disciplinary process. | Simon Denton/ RCN | Identify key participant to undertake trainingTraining commenced jointly with OUHRoll out September 2019 | July 2019August 2019September 2019 | Staff feel fairly treated and supported |
| Control |  | 14 | Occupational Health service in-house with Specialist Mental Health support and Specialist MSK | Susan Martin | Timely identification of support needed, treatment and support for mental health concerns | 2015 & ongoing | Transparent and user-friendly process |
| Relationships |  |
| Support |  |
| Change |  |
| Role |  |
| Demand |  |
|  Support Relationships Control  |  | 15 | Domestic Abuse Steering group  | Lisa Lord / Simon Denton | A coordinated organisation wide approach to ensuring that safeguarding children, adults and public protection work is embedded in practice from front line practice to board Steering GroupDomestic Violence PolicyDomestic Violence Interim Guidance for managers | January 2019October 2019November 2018 | Staff feel confident to raise concerns in a safe mannerIdentification of trendsImprovement in Staff Health & WellbeingEasily identifiable support by staffStaff feel empowered to deal with both work- related and/or personal concerns in a timely manner which is best for themEquitable support available to all employees |
| SupportRelationships  |  | 16 | Zero Tolerance policy being deployed in relation to abuse / violence / aggression by patients and carers | Phil Rose/Pam Tredwell | Monitor incidents of abuse, violence, aggression by patients and carers on staff | September 2019 | Staff feel safe, valued and protected in their work environment |
| RelationshipsSupport |  | 17 | Review of Dignity at Work policy | Simon Denton | Policy review in line with best practiceRelevant committee for approval | July 2019October 2019 | Staff feel supported through fair treatment at workGood mental health supported |
| Support |  | 18 | Resilience Core training | Helen Green | Pilot in Forensic unitMonitor & evaluateIdentify core areas and offer internally to other teamsAvailable via internal L&D | 2018 | Staff feel supported, valued and empowered to recognise and deal with work situations |
| Control |  | 19 | Working in partnership with Staff Side to support good mental health & wellbeing of staff | Staff Side/Tim Boylin/Roz O’Neil | Implementation of H&W Strategy/ HSE Management Standards | 2017 & ongoing | Improvement in staff mental health and wellbeing |
| Relationships |  |
| Support |  |
| Change |  |
| Role |  |
| Demand |  |

**Stress** - The Health & Safety Executive defines 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.

**Pressure –** can be positive if managed correctly

**HSE Management Standards (Stress)** – the HSE states that “the Management standards approach requires managers, employees and their representatives to work together to improve certain areas of work…which will have a positive effect on **employee wellbeing.** Under each area there are “states to be achieved”, which organisations should work towards. Some of these areas may intertwin with all or some of the other areas, together they help improve organisational culture. The approach **is aimed at the organisation** rather than individuals, so that a larger number of employees can benefit from any actions taken”. The six management standards address the primary causes of stress at work:

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

**Stressor –** event or activity that can be experienced as stressful