1 Introduction

Evidence shows that 1 in 4 workers are dealing with a mental health problem such as anxiety, depression or stress. Mental health is an integral part of how well we interact with others and there is a strong relationship between levels of staff wellbeing and motivation and performance.
The Five Year Forward View for Mental health (2016) has as a priority action the promotion of good mental health and preventing poor mental health-helping people lead better lives as equal citizens. This includes prevention at key moments in life, supporting employment and creating mentally healthy communities.

The Trust’s 5 Year Strategy 2017-2022 has as Strategic Ambition 6 ‘that the Trust will be regarded as a great place to work’ one which values diversity.

Our Workforce and OD Strategy 2017-2022 recognises that staff are our greatest asset and Strategic Aim 4 endorses our commitment to supporting staff wellbeing and to view our staff as a ‘whole person’. This means having exemplary support systems in the workplace to reduce stigma and discrimination and to signpost to services.

We endeavour to recognise our staff as ‘experts’, valuing their mental health lived experience.

This PGN aims to improve workplace culture by encouraging managers and staff to talk about mental health. To raise awareness of available support and to alleviate the stigma often associated with mental health issues.

2 The importance of Good Mental Health

Mental Health is the mental and emotional state in which we feel able to cope with the normal stresses of everyday life.

The Foresight Programmes Mental Capital and Wellbeing Project defined mental health as:

‘A positive sense of wellbeing; individual resources including self-esteem, optimism and sense of mastery and coherence; the ability to initiate, develop and sustain mutually satisfactory personal relationships; and the ability to cope with adversity (resilience)’.

It follows therefore that when staff feel good about themselves they work productively, interact well with colleagues and make a valuable contribution to their team and to their workplace.

Some examples of mental health conditions include:

- Depression
- Stress
- Schizophrenia
- Bipolar Disorder
- Anxiety
- Psychosis
- Eating Disorders
- Obsessive Compulsive Disorders
- Personality disorder
• Post-Traumatic Stress Disorder

The Department of Health estimates that one in four of us will suffer from a mental health problem at some point in our lives.

3 Promoting Wellbeing

There is consistent evidence that management support is a key protector of mental health at work. We are now working in a new devolved model and Business Units should recognise this as part of collective leadership. The role of line managers is key in promoting the mental wellbeing of employees through supportive leadership style and management policies. We therefore actively encourage these discussions.

This will involve:

• Promoting a management style that encourages participation, delegation, constructive feedback, mentoring and coaching
• Ensuring that policies for the recruitment, selection, training and development of managers recognise and promote these skills
• Ensuring that managers are able to motivate employees and provide them with the training and support they need to develop their performance and job satisfaction
• Increasing understanding of how management style and practices can help to promote the mental wellbeing of employees and keep their stress to a minimum
• Ensuring that managers are able to identify and respond with sensitivity to employees’ emotional concerns and symptoms of mental health problems
• Ensuring that managers understand when it is necessary to refer an employee to Occupational Health services or other sources of help and support even when the employee isn’t on sick leave
• Valuing Mental Health Lived experience.

Open and honest communication should be encouraged. Staff should feel able to talk about mental health and feel that it is safe to discuss. This will allow staff to be open about any adjustments they may require, a referral to Occupational Health and/or what support they will require to enable them to carry out their job. See Appendix 1 for more detail.

4 Looking for Early signs of difficulties

This section should be read in conjunction with CNTW (HR) 12 Stress at Work Policy

Common signs to look for that might suggest someone’s mental health is unwell or they are at a stage of their recovery when additional support is needed:

• An increase in unexplained absence or sick leave
• Poor performance
• Poor decision making
• Lack of energy
• Uncommunicative or moody behaviour
• Irritability

If you spot any of these signs:

• Start by having an informal chat
• Find a private place where you won’t be interrupted – perhaps a neutral place outside of work
• Switch off your mobile
• Ask open questions, “You’ve not seemed yourself lately, is there anything I can help with”?  
• Give time to answer, listen to what they say, don’t make assumptions
• Give advice and support where appropriate
• Ensure confidentiality

• Reflect on what you know about the person, is their mental health generally good, do they need to seek specialist help. Encourage them to talk to their GP or to Occupational Health.
• Agree a plan of action and schedule a follow up meeting

It is important to engage with the employee, see Appendix 1 for tips on how to do this. Do this in a timely manner and always hold a “Return to Work Meeting” following sickness at the earliest opportunity.

5 Support

It is important to acknowledge when individuals are experiencing mental health problems and the impact this may have on everyday life. Stress, anxiety and depression, if ignored, can become overwhelming and can lead to despair. Having experience of a mental health is not something to be ashamed of.

The Trust is committed to supporting individuals to remain at work wherever possible with appropriate adjustments (refer to CNTW (HR) 10 for more information and examples of adjustments).

Mindfulness

“Mindfulness is paying attention in a particular way: on purpose, in the present moment and non-judgementally” Jon Kabat – Zinn

This process can help individuals manage their emotions and can help in reducing stress and anxiety. The Trust plans to run some sessions but in addition the ReCoCo College also run sessions. You can find them at 5th Floor, Broadacre House, Market Street, Newcastle upon Tyne and can be contacted on either 0191 261 0948 or info@recoverycoco.com or their website is www.recoverycoco.com (accessed 24.5.17).
a) **Wellbeing Action Plans**

Managers may also consider completing a WAP (Wellness Action Plan) for individuals with mental health conditions which may be relapsing, to help them remain at work and support rehabilitation – the attached is a template and guidance developed by MIND. See Appendix 2

b) **Resilience Training**

Resilience is the ability to recover and bounce back from adversity and hardships. Training can help to build and develop resilience in order to respond effectively to the challenges of job roles.

c) **Critical Incident Support – Available via the Employee Health and Wellbeing Service**

A critical incident is “any event or circumstance arising during NHS care that could have or did lead to unintended or unexpected harm, loss or damage” (NPSA 2001)

A critical incident can also be defined as an incident which leads to a high emotional reaction examples of this are:

- Serious injury or death of service user or colleague
- Sexual assault or abuse
- Physical or non-physical assault
- Event involving weapons/firearms (non-exhaustive)

Post-traumatic stress disorder (PTSD) is a condition characterised by recurring distressing memories, flashbacks and other symptoms after suffering or witnessing a traumatic event. It can develop after being involved in, or witnessing, a serious trauma.

People with certain risk factors may be more likely to develop PTSD, including those who:

- have suffered from mental health issues in the past or have mental illness in their family;
- have experienced other trauma earlier in life;
- lack a good support system of friends and family.

Managers should consider arranging critical incident support if there may be a risk of staff experiencing distress following the incident and should refer all staff who report distress, symptoms or sickness absence following an incident at work to the Trust’s Occupational Health service.
The Trust’s Occupational Health Service will provide the initial response and psychological interventions as recommended by the NICE clinical guideline 26 – Post Traumatic Stress Disorder:

- Brief screening if high risk.
- Watchful waiting: closely monitoring symptoms to assess whether they improve or get worse.
- Psychological treatment such as trauma-focused cognitive behavioural therapy (CBT), Psychotherapy or eye movement desensitization and reprocessing (EMDR)
- Signpost to Specialist Services if necessary.

d) Workplace Adjustments

This list is not exhaustive and managers and staff should explore these together (see CNTW (HR) 10).

- Changes to hours/start/finish time, splitting up days not working together
- Change of workspace e.g. quieter/busier
- Working from home if possible, dependant on job role.
- Changes in break time
- Agreements such as leave at short notice
- Reallocation of tasks
- Change of role
- Additional training
- Recognising the importance of work/life balance

e) Extra Support

- Increased supervision
- Coaching/mentoring
- More positive and constructive feedback
- Debriefing sessions
- Buddy systems
- Provision of self help information

f) Chaplaincy

Involvement of chaplaincy services and the importance of spirituality e.g. mediation

g) Marginal Community Groups

Groups for example for members who identify as LGBT
This PGN should be read in conjunction with:

CNTW (HR) 10 Managing Sickness Absence Policy
CNTW (HR) 12 Stress at Work Policy
Employee Health and Wellbeing Information Booklet

Other useful documents are:

ACAS Promoting positive mental health in the workplace [link](http://www.acas.org.uk/media/pdf/s/i/Promoting_Mental_Health_Nov.pdf) (accessed 24.5.18).


How to support staff who are experiencing a mental health problem [link](http://www.mind.org.uk) (accessed 24.5.18).


Extract from mhfa Line Managers’ Resource

This is a guidance document the principles of which may be useful when dealing with someone whose mental health is not well

https://mhfaengland.org/_entity/sharepointdocumentlocation/63c4fc2b-0c4ae711-8107-e0071b668081/d78574f9-20c3-4dcc-8d8d-85cf5b7ac141?file=line_managers_resource.pdf
(accessed 16.06.17).

Talking at an early stage

Engaging with someone who is reluctant to talk about their mental health

Firstly, you need to reassure the employee that your talk is confidential, although in certain situations you may not be able to guarantee total confidentiality (see below). Then you should consider – from the employee’s point of view why he or she might be reluctant to talk. Are they fearful about being judged or even of losing their job? Is it really safe for them to be open with you? Will any disclosures be treated sympathetically and positively? If this employee has seen others with similar problems being discriminated against then from their point of view they are wise to be cautious.

You need to be realistic. You may not be able to change the culture of the organisation overnight but you may be able to take some first steps.

In the short term you can meet the person in a private confidential setting. You could even meet outside the office, in a café or somewhere the employee feels comfortable. If it is too difficult for the employee to talk now reassure them that your door is always open.

Before the meeting ask if the employee wants to bring an advocate, trusted colleague, friend or family member to support them in a meeting. Indeed some people might find it easier to talk to someone of their own choosing, e.g. someone of the same age, gender or ethnicity – or someone who is not their line manager.

In larger organisations the occupational health advisors may liaise with staff. In cases where employees are reticent about contacting the occupational health department you might chose to intervene. Whichever approach is adopted clear communication between you as line manager and the occupational health department is needed to ensure that contact with the member of staff is co-ordinated and supportive.
You must be clear about confidentiality and who will be told what. You can clearly explain the limits of your confidentiality (personal information is confidential but issues that may have a health and safety risk to the employee or colleagues will need to be discussed further).

You should agree with the employee how problems with be monitored. If adjustments are being made, ask how they wish this to be communicated to other staff.

Make sure you deal with any hurtful gossip or bullying promptly and effectively. It is your responsibility to ensure that employees are not bullied or harassed on account of any disability or additional needs.

Issues to raise with an employee who is experiencing mental ill health

- Ask open questions about what is happening, how they are feeling what the impact of the stress or mental ill health is. Ask them what solutions they think there might be but appreciate that they may not be able to think clearly about solutions while experiencing distress.
- How long has the employee felt unwell? Is this an ongoing issue or something that an immediate action could put right?
- Discuss whether work has contributed to their distress. Listen without passing judgement and make sure you address their concerns seriously.
- Are there any problems outside of work that they might like to talk about and/or it would be helpful for you to know about? (you should not put pressure on the person to reveal external problems).
- Is the employee aware of possible sources of support such as: relationship or bereavement counselling, drugs/alcohol services/advice, legal or financial advice?
- Ask the employee if there is anything that you can do to help and make sure that they are aware of any support that the organisation may provide such as reference to occupational health, counselling, Employee Assistance Programme (EAP), brief psychological therapies, health checks and that if they access them it will be confidential if that is the case.
- Is there any aspect of the employee’s medical care that it would be helpful for you to know about? (for example, side effects of medication that might impact on their work). While you have no right to this information, the employee should be aware that you cannot be expected to make ‘reasonable adjustments’ if you are not informed about the problem.
- Does the employee have ideas about any adjustments to their work that may be helpful? These could be short or long term.
- Do they have any ongoing mental ill health that it would be helpful for you to know about? If so, is it useful to discuss their established coping strategies and how the organisation can support them? (see section 7 for more information). It is the employee’s choice whether to reveal this but you can explain that it will be
Managing an employee who becomes tearful and upset

Try and be calm yourself

Emotions are a natural part of life and sooner or later it is extremely likely that a member of your staff will become upset. This can happen for any number of reasons and can be connected to something at work or outside of work.

When this situation arises:

• Reassure them that it is okay to be upset and that you are listening. In fact, the process of listening may provide an important space for both you and the employee to gain insight into the problem and possible actions.

• Ask if there is anyone they would like contacted or if they would like to choose someone to be with them

• Make sure the employee is offered and provided an appropriate space where they can express emotion freely and compose themselves in privacy

• Alternatively, you might suggest that you both leave the building for a short time to go and have a hot drink or for a short walk to give the person time to collect themselves. They may wish to go alone. However, it would be best not to let the person leave the building alone if they are still very distressed. They may also nominate someone else to go with them.

• Be respectful towards what the employee would like to do. Once they have recovered sufficiently, they may want to carry on working or take a break or possible go home.
• Reassure the employee that they are valued and that you support them, as they may feel embarrassed about what has happened, and

• Never just ignore the person even if you are worried how they will take your intervention – doing nothing may make the situation worse.

Try to be sensitive to the level of information and support the employee can cope with at a given time. In the midst of a crisis they may not be able to think clearly and take on board information. The important points are to talk to them, reassure them their job is safe, state positively that all help, assistance and support will be offered, and affirm that discussion will continue at a pace that suits them.

Problems can build up over time and whilst you may feel pressure to take action immediately, it may be better to take some time to calm yourself, reflect and consider the options. Try to distinguish, with the person, between what it urgent and what is important.

You may also need support in managing this kind of situation but do take into account the confidentiality of the employee. If the session is not proving helpful for the employee you could then rearrange for another time in the near future to discuss the issues when the person is less upset.

Managing your own mental health

There may be times when you experience distress yourself. It is important to look after your own mental health. Finding support whether it is internally within the organisation or externally with friends and family for example, can be extremely helpful towards re-establishing well-being.

Managing the rest of the team

Be aware of the impact one employee’s mental ill health could potentially have on the rest of the team.

This could be in response to:

• The person’s particular symptoms or behaviour while unwell

• Any reasonable adjustments that made, and

• An increased workload for staff if the person is not well enough to work

In these instances it would be advisable to:
• Be honest and open with the team as long as it does not breach any agreed confidentiality with the employee concerned

• Identify working conditions that may negatively influence the well-being of the team, and change them were necessary

• Create an environment where staff can air their concerns openly to avoid gossiping and any resentment towards the member of staff who is off work due to mental ill health, and

• Treat all staff fairly otherwise staff may show lower commitment to their job. If a member of staff experiencing mental ill health is offered flexible working hours as a reasonable adjustment for example, then it may be appropriate to offer the same conditions to all staff. Staff do not have to have the same experiences for you to create flexible arrangements. The important thing is to focus on promoting the well-being of your team. Employees who feel stable and supported will help improve performance and retention of staff through increased employee contentment and loyalty.

Communicating with colleagues

You should agree with the employee whether and precisely what they wish colleagues to be told. In general it is best to talk to someone experiencing mental ill health in an honest, matter-of-fact way – that is in the same way you would deal with someone’s physical health problems.

If the person takes sick leave you could send them a card as you would if they were off work with a physical problem. You should ask whether they want to be visited and respect their wishes.

There person’s requests may change very quickly or over time. If they initially request little contact, this may change as their mental health improves. Someone experiencing mental ill health should be treated in exactly the same way as any other sickness absence.

If your organisation has a written absence policy, you will be in a position to discuss with the person at the start of absence how often contact should be made. The employee then has a right to expect that frequency of contact.

Recognising when professional/clinical help is needed

Although someone does not have to be 100% well to work and in general work is good for mental health, in some instances an employee may really not be mentally well enough to work. If someone continues to show signs of distress despite the
reasonable adjustments and support you have provided then you should seek advice from Human Resources (HR) and/or refer the individual to the Occupational Health (OH) department. Sometimes people refuse to be referred for an OH assessment and in these instances you can tell them that you want them to see their GP before coming back into work.

If you work for an organisation without an OH or HR department you can encourage people to see their own GP and seek appropriate help. You can state what their job involves in a referral letter.

One in four people will experience ‘mild to moderate’ mental ill health, such as anxiety and depression. However, a much smaller percentage will experience episodes of more severe anxiety or depression that may be associated with episodes of ‘highs’. These may present as:

- Extreme heightened activity, and/or
- Loss of touch with reality, hallucinations, and distortion of the senses e.g. seeing or smelling things that aren’t there.

In these rare instances, an employee may behave in ways that impact on colleagues or clients. In this situation you need to be aware of your responsibilities for all employees.

Try to take the person to a quiet place and speak to them calmly. Suggest that you contact a friend or relative or that they go home and contact their GP or a member of the mental health team if appropriate.

You might also be able to help them make an appointment and even go with them to the surgery – if they so wish.

Be aware that if someone is experiencing hallucinations or heightened senses, they may not be able to take in what you are saying. In this case the person may need immediate medical help

If an employee is disturbing others and refuses to accept help, you should seek advice from your Occupational Health provider if you have one, or from the person’s GP if you know whom that is otherwise contact NHS Direct, or the ambulance service if the problem is really urgent.

This situation is rare and when it does happen it is usually not completely ‘out of the blue’. This is why early identification of changes in behaviour and prompt action are so important.
Useful Resources / Contact Numbers


- For advice on workplace adjustments refer to CNTW (HR) 10 – Managing Sickness Absence Policy

- Care First - Telephone No: 0800 174319
  For information/Advice on Benefits, Debts, Employment, Family and Personal Matters, health issues and confidential counselling

- Team Prevent (Occupational Health) – Telephone No: 01327 810271

- CNTW Recovery Clinic – Telephone No: 07983 716551

- Samaritans – Telephone No: 08457 90 90 90

- Rethink mental Illness – Monday to Friday 10am – 2pm – Telephone No: 0300 5000927

- The Mind Infoline – Telephone No: 0300 123 3393 or info@mind.org.uk

- Citizen Advice Bureau. For information about Benefits, Debts, Legal issues contact [www.citizensadvice.org.uk](http://www.citizensadvice.org.uk) for a listing on its local services (accessed 24.5.18).
Guide to Wellness Action Plans (WAPs)

Developing a Wellness Action Plan (WAP) can help employees to actively support their own mental health by reflecting on the causes of stress and poor mental health, and by taking ownership of practical steps to help address these triggers.

This process can also help managers to open up dialogue with employees, understand their needs and experiences and ultimately better support their mental health.

The WAP is inspired by Mary Ellen Copeland’s Wellness Recovery Action plan® (WRAP®): an evidence-based system used worldwide by people to manage their mental health.

We all need to support our mental health at work, so all staff should be offered a WAP – whether they have a mental health problem or not. This sends a clear message that the organisation cares about employee wellbeing and helps encourage people to be open and seek support sooner, by planning in advance, organisations can ensure that everyone receives the support they need when they need it.

Managers should work together with employees to develop a personal action plan to proactively manage their mental health. This allows people to plan in advance and develop tailored support for a time when they’re not coping so well. It also facilitates open dialogue with managers – leading to practical, agreed steps which can form the basis for regular monitoring and review. An action plan should cover:

- Actions and behaviours that support the employee’s mental wellbeing
- Symptoms, early warning signs and triggers for poor mental health or stress
• Potential impact of poor mental health or a mental health problem on their performance
• What support they need from their line manager
• Positive steps for the individual to take of they are experiencing stress or poor mental health
• An agreed time to review the support measures to see if they’re working

It should be drafted by the employee, with support from a health professional where appropriate, and then discussed and agreed with the manager.

The WAP should be held confidentially and regularly reviewed by the employee and their manager together. Employees need only provide information that relates to their role and the workplace, and that they are comfortable sharing.

The WAP is not legally binding but it is intended to allow a line manager to agree with employees how they can be practically supported in the workplace and how to address any health needs.

Case Studies

Below are some examples of support measures and workplace adjustments that have helped some people. These adjustments were effective because they explored individuals’ needs and put in place practical, easy to implement adjustments based on these needs. Often the necessary change is one of attitude, expectations or communication rather than a major or costly change. Employers should explore, with the individual, their specific needs and be as creative as possible when thinking about how to address these issues. These can be captured in the person’s WAP.

Sophie

Sophie’s anxiety had led her to develop obsessive-compulsive disorder (OCD) and she had started to feel very overwhelmed at work. Her confidence had been affected and she as having trouble trusting her own judgement. Getting regular reassurance from her manager that she was doing a good job, such as saying ‘thank you’ and acknowledging her hard work, helped Sophie to feel she was on top of things and contributed to her experiencing less anxiety and greater confidence at work.
Chloe

When Chloe’s doctor recommended she change the medication she was taking for depression, Chloe became very nervous about the prospect of telling her manager.

She knew that switching to the new medication would likely result in side effects which would impact her ability to perform her role, but was afraid that if she spoke openly about this with her manager she would be judged and might even lose her job. When her manager became aware of the support Chloe needed, he arranged for her to work flexibly whilst transitioning onto the new medication, with weekly catch ups to support her with managing her workload and the opportunity for afternoon naps when she was experiencing side effects from her medication. These adjustments were easy to implement and helped enormously in supporting Chloe during this time.

Simon

Simon had a history of panic attacks. He was accessing support for this and making good progress but often found that without regular breaks during the day he would become agitated and sometimes start to experience physical symptoms. When his manager suggested taking a flexible approach to breaks (dividing his lunch break into three twenty minute slots, Simon was able to spread the time he took out from work more evenly across the day and felt better able to cope.
Supporting people to develop a Wellness Action Plan:

Top tips for managers

As a manager, when supporting your employee to develop their WAP, be positive and encouraging, but do not try to influence them. Throughout the process provide a sense of supports empowerment and help them to feel trusted and capable. Remember:

- People are often experts when it comes to identifying the support or adjustment they need and how to manage their triggers for poor mental health.

- The plan must be written by the individual: expressing their own personal choice, reflecting their voice and their personal experience and needs.

The plan needs to include all things that are important to the individual and their mental wellbeing.

Ask the person you are supporting to think about:

- What they are like when they are feeling well and flourishing at work
- What their environment is like when it is supporting their wellbeing
- What are the things they need to do to maintain good health and wellbeing
- Coping strategies they already use and what makes these effective
- How they’ve managed to work through challenging situations previously
- What hasn’t worked in the past and why they think this might be.
What managers can do to promote wellbeing?

The WAP is intended not only as a tool to support staff when they are experiencing problems, but also as a means of identifying how an individual’s wellbeing can be proactively promoted. When it comes to supporting a member of staff’s wellbeing, the following actions and approaches can be helpful.

Your managerial style:

- Be supportive, approachable and responsive
- Be available for regular work-related conversations and increase the frequency of supervision or catch-up time with the team member if required
- Proactively support staff to monitor their workload and encourage healthy working hours and a positive work/life balance
- Ensure you are setting realistic targets and be clear about priorities
- Tailor your management style to suit the needs of each staff member and task by asking your staff what support they need from you
- Use one-to-ones and catch-ups to cover a wider agenda than just your employee's to-do-list, including reflecting on what has gone well and what has been difficult in the past month, and forward planning together, for example by identifying upcoming pinch points, challenges and required support
- Encourage positive relationships with colleagues and provide mediation where necessary
- Provide staff with meaningful work and opportunities for personal development and growth
- Ensure people are working in an appropriate physical environment
Providing support

- Encourage staff to talk and be open about problems they are experiencing
- Ensure confidentiality and provide an appropriate place for confidential conversations
- When talking about an individual’s mental health listen, be respectful and do not make assumptions
- Be positive - focus on what employees can do, rather than what they can’t, provide training, mentoring or coaching if there are skills gaps
- Work together and involve people in finding solutions as much as possible
- Support staff to develop personal resilience and coping strategies
- Involve staff in dialogue and decision-making and remember that people are often the expert when it comes to identifying the support or adjustment they need and how to manage their triggers for poor mental health
- Recognise and praise work and commitment, providing regular opportunities to discuss, review and reflect on positive achievements - this can help people to build up positive self-esteem and develop skills to better manage their triggers for poor mental health
- Encourage staff to seek further advice and support (for example form buddyng or mentoring schemes), and seek advice and support yourself.
## Wellness Action Plan (WAP) template

1. **What helps you stay mentally healthy at work?** (For example: taking a lunch break, keeping a to-do list)

2. **What can your manager do to support you to stay mentally healthy at work?** (For example: regular feedback and supervision, explaining wider developments in organisation)

3. **Are there any situations at work that can trigger poor mental health for you?** (For example: conflict at work, organisational change, something not going to plan).

4. **How might stress/poor mental health difficulties impact on your work?** (For example: find it difficult to make decisions, hard to prioritise work tasks)
5. Are there any early warning signs that we might notice when you are starting to feel stressed/mentally unwell? (For example: changes in normal working patterns, withdrawing from colleagues)

6. What support could be put in place to minimise triggers or to support you to manage symptoms? (For example: extra catch-up time with line manager?)

7. If we notice early warning signs that you are feeling stressed or unwell – what should we do? (For example: talk to me discreetly about it, contact someone that I have asked to be contacted).

   Please include contact names and numbers if you would like you line manager to get in touch with someone if you become unwell.

8. What steps can you take if you start to feel unwell at work? (For example: take a break from your desk and go for a short walk, ask your line manager for support)

Employee signature …………………………………………

Employer signature ………………………………………

Date to be reviewed ……………………………………………
Appendix 2 - Guide to Wellness Plans (WAP's)

Team Wellness Action Plan (WAP)

1. What activities support the health and wellbeing of the team? (For example: open transparent communication, effective team working, taking an adequate lunch break away from your work area)

2. What can your manager do to support the team to maintain health and wellbeing? (For example: regular feedback and supervision, explaining wider developments in organisation)

3. Are there any situations at work that can trigger poor health and wellbeing in the team? (For example: conflict at work, reduce resource due to absence or vacant posts, tight deadlines, something not going to plan)

4. How might the above situations impact on the team and its effectiveness? (For example: breakdown in communication between colleagues, slow to respond to requests, poor service delivery)

5. Are there any early warning signs that we might notice when the team is under stress which may affect health and wellbeing? (For example: changes in normal working patterns, working excessive hours, changes in communication style, withdrawing from colleagues)
6. What support could be put in place to minimise triggers or to support the team? (For example: role/department stress risk assessment, extra catch-up time with team manager, guidance on prioritising workload, mindfulness and resilience training, mediation.)

7. If we notice early warning signs that the team’s health and wellbeing and resilience are affected – what should we do? (For example: arrange a team meeting, review the team stress risk assessment, review individual health and wellbeing strategies).

Date:

Team signatures:

Date to be reviewed:

References:

Acknowledgement:
The above guidance and actions plans are based on the Wellness Action Plan developed by Mind.org.uk