



London Ambulance Service **NHS**
NHS Trust

Stress Management and Wellbeing Policy

Document profile and control

Purpose of the document: is advise managers and staff to help minimise the causes of stress in the work place through effective stress management and risk assessment processes. This policy reflects the Health and Safety Executive Management Standards for Work Related Stress <http://www.hse.gov.uk/stress/>.

Sponsor Department: Human Resources

Author/Reviewer: Assistant Director Human Resources. To be reviewed by October 2020

Document Status: Final

Amendment History			
Date	*Version	Author/Contributor	Amendment Details
06/12/17	4.1	IG Manager	Document Profile and Control update
23/10/17	3.4	IG Manager	Document Profile and Control update
09/02/17	3.3	Senior HR Manager	Edited to match standard template.
24/10/16	3.2	Staff Support, Counselling and Occupational Health Services Manager	Revised and streamlined in line with NHS Stress Management Policies and to reflect the HSE Management Standards
02/10/12	3.1	IG Manager	Document Profile and Control update and minor amendments.
31/08/12	2.5	IG Manager	Document Profile and Control update
30/08/12	2.4	Staff Support and Counselling Services Manager	Section 3 link and appendices 5 & 6 added.
19/06/12	2.3	Staff Support and Counselling Services Manager	Added new Implementation Plan
26/04/12	2.2	Staff Support and Counselling Services Manager	Updated Implementation Plan
10/01/12	2.1	Staff Support and Counselling Services Manager	Addition of monitoring table. Included information re Wellbeing Strategy. Updated contact details
06/09/10	1.3	Staff Support and Counselling Services Manager	Updated risk assessment and support available sections, redefined process for identifying workplace stressors, TRiM appendix moved to section 9.
14/04/10	1.2	Staff Support and Counselling Services Manager	Added appendix 2, 3 and 4. Contact numbers updated
13/04/10	1.1	Senior Health, Safety and Risk Adviser	Revised format, added scope
09/09/08	0.2	Staff Support and Counselling Services Manager	Added monitoring and Appendix 1
09/09/08	0.1	Senior Health, Safety and Risk Adviser	

***Version Control Note:** All documents in development are indicated by minor versions i.e. 0.1; 0.2 etc. The first version of a document to be approved for release is given major version 1.0. Upon review the first version of a revised document is given the designation 1.1, the second 1.2 etc. until the revised version is approved, whereupon it becomes version 2.0. The system continues in numerical order each time a document is reviewed and approved.

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22/04/10	Snr. Health and Safety Adviser
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Links to Related documents or references providing additional information		
Ref. No.	Title	Version
	Health & Safety at Work etc. Act 1974	
	Management of Health & Safety Regulations 1999	
TP013	Claims policy and procedure for clinical negligence, personal injury, property and other liability claims.	
TP006	Serious Untoward Incidents Policy	
TP015	Procedure for responding to enquiries, giving evidence, coroners' inquests and statements at police interviews	
	Major Incident Plan	
HR026	Bullying and Harassment Policy	
HR003	Freedom to speak up: raising concerns (whistleblowing) policy	
HS011	Incident Reporting Procedure	

Document Status: This is a controlled record as are the document(s) to which it relates. Whilst all or any part of it may be printed, the electronic version maintained in P&P-File remains the controlled master copy. Any printed copies are not controlled nor substantive.

1. Introduction

1.1 The London Ambulance Service NHS Trust (LAS) places high value in creating a healthy and safe working environment as reflected in the vision and goal of the Wellbeing Strategy.

1.2 The importance of identifying and reducing workplace stressors is acknowledged. This document is to assist the all employees to proactively and reactively manage stress and therefore to minimize the any risk to the individual.

2. Scope

2.1 This Policy applies to all LAS employees.

3. Objective

3.1 The objective of this policy is to ensure the London Ambulance Service NHS Trust (LAS) complies with the relevant Health and Safety Executive (HSE) legislative and guidance documents to ensure its staff are able to manage occupational stress in order that it may not adversely affect their health. It is also closely aligned to our Wellbeing Strategy, which has the vision that 'all staff members enjoy the greatest possible state of Wellbeing and our goal is to help staff stay healthy longer' - see Strategic Framework for Wellbeing (Appendix 3).

4. Responsibilities

4.1 Responsibilities are set out in the body of the policy; a summary of the key responsibilities are as follows:

- The Chief Executive has overall responsibility, for the health, safety and welfare of all Trust staff in line with the Health & Safety at Work Act (1974). The Chief Executive will ensure that this policy is effectively implemented and supported by Directors and Managers;
- Directors shall have overall responsibility for the health, safety and welfare of all Trust staff within their area of responsibility in line with health and safety legislation;
- Line Managers have a duty of care to their staff;
- Individual staff members have a responsibility to protect the health and safety of themselves and others.

5. Definitions

5.1 The Trust endorses the definition of 'wellbeing' as: "A state of emotional, mental, physical, social and spiritual Wellbeing that enables people to reach and maintain their personal and professional potential in their organization and in their communities". The Trust also endorses the complementary concepts of health promotion, primary prevention - see the Determinants of Health (Appendix 4). More information available on The Pulse: <https://thepulseweb.lond-amb.nhs.uk/about-me/staff-support-services/wellbeing-and-stress-management/>

and

http://thepulse/uploaded_files/Staff%20Support/las_wellbeing_strategy_april_2010.pdf

- 5.2 The definition of stress that the Trust has adopted is that used by the HSE:
'Stress is the adverse reaction people have to excessive pressure or other types of demand placed on them.'

6. The Trust's approach to managing stress

- 6.1 'The Trust is committed to ensuring that stress is managed effectively within the organisation utilising the Health and Safety Executive's Management Standards for Work Related Stress.
- 6.2 In order to address stress in a more comprehensive way, the LAS also provides, when required, bespoke Individual Stress Risk Assessment Consultations (ISRAs) – see Appendix 1- in line with the organisation's Strategic Framework for Wellbeing (see Appendix 3), as well as the recommended HSE's and National Institute for Health and Clinical Excellence (NICE) Guidelines for managing workplace stress.
- 6.3 The aim of the ISRAs is to identify any areas of concern in and out of work; to provide psycho-educational training within the ISRA and also provide Wellbeing Packs which enable the individual to better understand how stress, specifically chronic stress, impacts levels of health and wellbeing, and also to enable the individual to design a personal comprehensive implementation plan to increase health and wellbeing levels. These consultations are aimed at enabling staff to return to work as quickly as is reasonably possible or to remain in work whilst accessing appropriate support in order to ensure increased levels of health and wellbeing. For more information please access: <http://www.hse.gov.uk/stress/> and <https://www.nice.org.uk/guidance/ph22>
- 6.4 The HSE Management Standards for Work Related Stress identify six key potential stressors at work that, if proactively managed, can help to reduce work-related stress. When following the Management Standards for Work Related Stress approach, the Trust will consider all of the areas below when implementing the policy:
- **Demands:** includes issues like workload, work patterns and the work environment.
 - **Control:** such as 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:** such as whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles.
 - **Change:** such as how organisational change (large or small) is managed and communicated in the organisation.

7. Detail of roles in managing stress

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7.1 Chief Executive

7.1.1 The Chief Executive has overall responsibility, for the health, safety and welfare of all Trust staff in line with the Health & Safety at Work Act (1974).

7.2 Directors

7.2.1 Directors shall have overall responsibility for the health, safety and welfare of all Trust staff within their area of responsibility in line with health and safety legislation. Directors shall ensure that senior managers in their areas of responsibility take reasonable steps to tackle identified workplace stress using Trust facilities and resources provided. In circumstances when workplace stress is a problem, they should develop local action plans for the prevention and control of workplace stress as part of meeting the Trust's legal responsibilities for health and safety and its duty of care to employees to ensure feedback on the management of stress is discussed in the annual appraisal with senior managers.

7.3 Line Managers

7.3.1 Line Managers have a critical role in offering support to employees and in facilitating support from elsewhere as necessary. Managers are not expected to take on the role of staff counsellors but will be expected to use effective communication skills when addressing stress-related issues. They are responsible for:

- Ensuring good communication between themselves and staff, particularly where there are organizational and procedural changes;
- Undertaking appraisals and identifying issues that could be potential stressors that require action;
- Ensuring employees have received appropriate training to enable them to fulfill their duties effectively and efficiently;
- Ensuring employees are provided with meaningful development opportunities;
- Monitoring the workloads within their area to ensure employees are not overloaded;
- Monitoring contracted hours and overtime to ensure that staff are not overworking;
- Monitoring annual leave to ensure that individual leave requirements are used equitably and within the leave year;
- Ensuring that bullying and harassment is not tolerated within their jurisdiction, in line with the Trust's Dignity at Work Policy;
- Providing support to any employee who is being subjected to abusive or aggressive behaviour from a member of the public;
- Undertaking return to work interviews following sickness absence to establish if any stress-related problems are responsible for the absence and working in collaboration with Staff Support Services to address the concern and implement a wellbeing plan when required;
- Completing a departmental stress risk assessment at least annually, allocating actions and forwarding a copy to the Health and Safety department for central recording, and to Staff Support Services Manager for reviewing the assessment;

- Managing implementation of the action plan and specific interventions as indicated by the risk assessment;
- Referring where necessary all employees experiencing stress-related symptoms for further help, advice and support to either the staff counselling service or their own GP;
- With the support of Health and Safety representatives conduct, and implement recommendations for risk assessments within their area of responsibility;
- Promote good communication between management and staff, particularly where there are organisational and/or procedural changes, including changes to working practices;
- Ensure staff are provided with appropriate development opportunities, as identified in the personal development review;
- Be vigilant and offer additional support via the LINC Network and the Staff Counselling Service to a member of staff who is experiencing stress outside work e.g. bereavement or separation;
- Refer a member of staff to the Traumatic Risk Management (TRiM) Team to endure effective support for staff who attend a potentially traumatic incident;
- Get involved in the Wellbeing Matters Group to increase Health and Wellbeing levels.

7.4 Staff

7.4.1 Everyone has a responsibility to protect their own health and safety and that of their colleagues. This includes:

- Minimizing excessive pressures and demands on themselves by ensuring they have a bespoke wellbeing implementation plan in place;
- Raising any concerns about excessive pressure, both work-related or from external factors, with their line manager, the LINC Network or the Staff counseling Service;
- Recognising and managing external issues that may impact and take steps to minimise the impact on work by using the appropriate Trust policies;
- Ensuring that they identify where training and developmental needs or other appropriate support may be required in order to meet the demands of their job;
- Contributing positively to the appraisal process and to use it as a tool to communicate any concerns to their manager;
- Recognising the early signs of emotional distress or behaviours likely to lead to ill health from work related stress in self and colleagues, offering support and encouraging discussion with their manager and/or referral to the Staff counseling Service;
- Ensuring that they are familiar with this policy and participating in the completion of an Individual Stress Risk Assessment (ISRA) when recommended by OH or management;
- Get involved in the Wellbeing Matters Group to increase Health and Wellbeing levels.

7.5 Human Resources

7.5.1 The role of the Human Resources is to provide advice on policies and procedures to all employees and to advise managers on the appropriate course

of action to take if a member of staff is believed to be suffering from excessive stress. The Human Resources Department has a key role in supporting the implementation of this policy and monitoring its effectiveness by:

- Giving guidance to and supporting managers in implementing the stress management policy;
- Assisting in monitoring the effectiveness of measures to address stress by, for example, collating, analysing and reporting sickness absence statistics;
- Undertaking the collation of outcomes from exit interviews, reporting any issues and trends that may be identified;
- Advising managers and staff on training and development requirements;
- Collating, analysing and reporting staff turnover rates;
- Getting involved in the Wellbeing Matters Group to increase Health and Wellbeing levels.

7.6 The Occupational Health Service

7.6.1 The external Occupational Health Service's role is to provide the following and more information is available on The Pulse: <https://thepulseweb.lond-amb.nhs.uk/about-me/staff-support-services/occupational-health/> :

- Provide specialist advice and support to employees who have been referred;
- Provide advice to managers on the effect of work on health and making recommendations relating to the employees return to work following a period of sickness absence;
- Refer staff whenever appropriate to the in-house bespoke Staff Counselling Service or specialist agencies as required;
- Initiate proactive health promotion and involve initiatives to address stress within the Trust in collaboration with the Wellbeing Matters Group;
- Advise the Trust management on developments in guidance and practice related to the prevention and management of stress.

7.7 Staff Support Services

7.7.1 **Staff Counseling** is provided by the Staff Support Services Department within the Trust and comprehensive information is available on The Pulse: <https://thepulseweb.lond-amb.nhs.uk/about-me/staff-support-services/counselling/>

7.7.2 Key aspects of the Counseling service include:

- It is available, free of charge, to all individuals who are affected by workplace stress or other personal or work-related mental health issues;
- All Trust employees may receive up to six sessions free of charge and, in extraordinary situations, sessions can be extended after a Case Conference involving the Staff Support Services Manager and the Counsellor, with the client's consent, is held to identify clinical merits of extending the counselling contract;

- It is accessible by self-referral, management referral or referral from the Occupational Health Provider. Managers should allow reasonable time during normal working hours for individuals to attend Staff Counselling appointments;
- Where appropriate, the Staff Counselling Service will work with groups of staff around an issue or event that may be causing particular stress to staff such as a Death in Service or a particularly challenging change management process;
- Specialist advice, support and trauma therapy for staff and managers is provided by the Staff Support Services Manager after a potentially traumatic incident.

7.7.3 Other staff support services include:

- The delivery of a comprehensive Wellbeing Training Programme which includes the provision of Understanding Stress and Building Resilience Module which is a key component of the Trust's Wellbeing Matters Agenda. Further details available on The Pulse: <https://thepulseweb.lond-amb.nhs.uk/about-me/staff-support-services/wellbeing-and-stress-management/>
- Training on TRiMs; PTSD and other specialist mental health training and development programmes for teams of operational staff who attend high acuity calls. Further details available on The Pulse: <https://thepulseweb.lond-amb.nhs.uk/about-me/staff-support-services/trauma-risk-management-trim/>
- Bespoke Individual Stress Risk Assessments and provide support and advice for individuals who have been off sick with stress and work collaboratively with their management on a planned return to work;
- Information to management and/or staffside groups including the Health and Safety Committee of any changes and developments in the field of stress at work;
- Provision of training for staff and managers in signs and symptoms of stress, and appropriate interventions;
- Involvement in the Wellbeing Matters Group to increase Health and Wellbeing levels.
- The award-winning **LINC Network** is an integral part of Staff Support Services and consists of over 100 volunteer staff from across the organisation that have been robustly trained to provide support in a number of key mental health areas, including stress and bullying and harassment. The Senior LINC Worker Team operate a 24/7 Helpline and also deliver the TRiM Consultations and Training Programme for managers. LINC Workers have provided support for staff involved in many major incidents, including 7/7 and the resulting Inquests. The LINC network is now firmly rooted in the current working practices of the LAS and widely accepted as an excellent support mechanism for colleagues. More information is available on The Pulse: <https://thepulseweb.lond-amb.nhs.uk/about-me/staff-support-services/linc/>
- The **Employee Assistance Programme (EAP)** is a 24hr confidential service that allows you to talk through and obtain help with any personal or work-related difficulties. The website provides resources designed to help staff enhance positive mental health and work life balance. It provides confidential access to professional care, self-help programmes, interactive tools and educational resources to help with life's changes and challenges. More information available on The Pulse: <https://thepulseweb.lond-amb.nhs.uk/about-me/staff-support-services/employee-assistance-programme/>

- The London Ambulance Service **Benevolent Fund** was established in 1966 by a group of dedicated LAS employees from within the various disciplines of the service. It became the first Ambulance Service Benevolent Fund in the UK. It was formed to provide assistance and support to its members, who from time to time, may suffer extreme cases of financial hardship for reasons beyond their own control, such as loss of pay due to prolonged sickness, caring for a dependent, sudden death or any situation that may create severe hardship. More information is available on The Pulse: <https://thepulseweb.lond-amb.nhs.uk/about-me/staff-support-services/benevolent-fund/>

7.8 Staff Safety Representatives

- Staff Safety representatives will be meaningfully consulted on any changes to work practices or work design that could precipitate stress;
- Staff Safety representatives will be able to consult with staff on workplace health and safety issues, including stress, and may conduct workplace surveys;
- Staff Safety representatives will be meaningfully involved in the risk assessment process;
- Via the health and safety committees, staff safety representatives will receive reports relating to reported or identified work place health and safety incidents or issues;
- Staff Safety representatives will be supported in fulfilling their role and function by receiving paid time off, including time for training in workplace issues including stress, in line with existing agreed partnership and facilities arrangements;
- Staff Safety Representatives should conduct joint premises inspections of the workplace at intervals of 3 months to ensure that environmental issues and stressors are properly identified and consideration given to appropriate control measures.

7.9 Safety Committees

7.9.1 Implementation of this policy will be overseen at the Trust level by the Corporate Health and Safety Group and locally through Area Health and Safety Committees. Minutes of the Corporate Health and Safety Group will be submitted to the Trust's Risk Compliance and Assurance Group, which will also receive and consider reports of any identified issues or concerns and the associated interventions.

7.9.2 The Corporate Health and Safety Group will be charged with regular monitoring and review of the effectiveness of this policy and associated measures to reduce stress and promote workplace health and safety. This will be undertaken by agreed means that are likely to include consideration and tracking of key indicators such as:

- sickness absence levels;
- staff turnover;
- adverse incident/personal injury reports (LA52s);
- patient complaints;

- staff/patient/stakeholder surveys;
- incidents reported under harassment and bullying policy.

8. Risk Assessment

8.1 Information on the management of work-related stress can be accessed by all staff via the Trust intranet (<https://thepulseweb.lond-amb.nhs.uk/about-me/staff-support-services/wellbeing-and-stress-management/>) and through the guidance as outlined in this policy. In conjunction with recognised and accredited health and safety representatives, LAS will conduct risk assessments to identify workplace stressors and implement measures to eliminate workplace stress, or to control the identified risks arising from workplace stress.

9. Guidance on Managing Stress and Building Resilience

9.1 Identifying and Recognising Stress

9.1.1 Stress can affect anyone; individual perception determines whether a situation is stressful. It is recognised that individuals have different strengths and weaknesses and differing abilities to cope with pressure. These differing responses can make it difficult to determine an individual's susceptibility to work-related stress. Common psychological, physical and behavioural signs of stress include poor concentration, irritability, headaches, insomnia and increased sickness absence. Information on recognising the signs of stress in self and others is available on The Pulse: <https://thepulseweb.lond-amb.nhs.uk/about-me/staff-support-services/wellbeing-and-stress-management/> Identifying changes in behaviour or performance could be an indicator and should alert management to a potential problem.

9.2 Managers should consider the following data sources to identify whether there are any indications of workplace stress:

- NHS Staff Survey and in-house Wellbeing Survey results;
- Sickness absence data;
- Staff Counselling, Occupational Health referrals and EAP data;
- Staff Turnover;
- Exit interviews;
- Harassment and bullying reporting or grievances;
- Accidents / incidents at work;
- HR and Management groups;
- Personal Development Review meetings;
- LINC activity monthly results;
- Stress Management Workshops delivered across the Trust where time is dedicated to confidential stress related discussions;
- Bespoke Individual Stress Risk Assessments in accordance with HSE recommendations;
- Wellbeing Matters Group initiatives and discussions.

9.3 One of the key aims of the above processes is to continue decreasing the perceived stigma attached to openly discussing stress and other mental health concerns. This key priority has been picked up by the Wellbeing Matters Group (WMG) which is made up of stakeholders from across the organisation and encourages open membership so workable solutions can be collaboratively identified. The WMG is built on the foundation that effective action to manage stress at work means raising awareness, recognising the issues, having meaningful consultation and involving everyone. The WMG also focuses on prevention. Working in partnership with all departments and groups within the organisation the WMG ensures:

- meaningful consultation;
- agreed goals / action;
- shared understanding / knowledge;
- open two-way communications;
- improved working relationships;
- positive culture change;
- greater trust / empowerment;
- improved risk assessment.

9.4 The responsibility for the life and safety of others is a significant stressor. While the nature of Emergency work precludes preventing exposure to adverse events, the organisation utilises Trauma Risk Management Consultations (TRiM), an evidence-based approach recommended by NICE for managing potentially traumatic calls. TRiM consultations have been proven to address the concern of traumatic stress and Post-Traumatic Stress Disorder (PTSD) and/or symptoms. Ambulance staff work daily with distressing and potentially traumatic incidents and will have developed effective ways to cope with these experiences. Despite this resilience we know that some incidents can have a significant impact. Managers have a crucial role in providing support to staff either immediately after an incident or in the days and weeks that follow. Recent research has evidenced that the level of perceived support available to individuals following an incident can play an important part in recovery. There is emerging evidence that the first four months after an event may be a critical window of opportunity in which action needs to be taken.

9.5 Research on psychological debriefing showed that single session debriefings can be more harmful than helpful so the Trust utilises the TRiM system. In order to mitigate the potential development of PTSD or related symptoms staff are required to attend MANDATORY bespoke Trauma Risk Management Consultations (TRiM) which are arranged via Staff Support Services. Research has shown that imposing individuals to talk about the traumatic event before they are psychologically ready to do so may impede therapeutic cognitive mental processing by making people feel like victims which is why TRiM Consultations are booked a minimum of 72hrs AFTER an event and are confidential and are not stored on work records. Earlier risk assessments are often futile as the individual involved may still be under the influence of physical, psychological and cognitive shock and will be unable to process any further input of information. At this stage the focus is to offer normalisation, stabilisation and containment. During this initial period having unfamiliar individuals around can significantly raise levels of anxiety, panic, and potential anger and also escalate the sense of chaos. A one-

month follow-up appointment is booked to monitor progress. Both consultations should be delivered in work time. TRiM Consultations adhere to NICE Guidelines and have been shown to provide effective support for individuals who attend potentially traumatic events.

- 9.6 TRiM Practitioners do not provide counselling but carry out a carefully designed assessment interview that allows the individual to give his/her experience and perspective of the event and enables the Practitioners to assess the varying levels of distress and needs, and whether a specialist referral is required.
- 9.7 Support and advice is available from the Staff Support Services Team for managers on how to best manage individuals who may be struggling after a potentially traumatic incident.
- 9.8 To reduce risk staff should be stood-down from frontline duties and not sent home. The focus is to bolster a person's resources and not send them home because that could seriously impact their capacity to recover.
- 9.9 After a potentially traumatic incident an individual may be in shock and be under the sway of severe fight / flight mechanism and their capacity to think rationally will be impaired consequently the trauma related symptoms can be exacerbated if an individual goes home to an empty house or an occupied house. Staff should remain on station / familiar work environment with known colleagues and people who may have also attended the incident and given manageable tasks. This will enhance recovery, prevent isolation and encourage the re-building of resilience and may significantly reduce the risk of sickness absence requirements. This is also a proactive strategy to normalise and contain the situation, which is a key part of the healing process. (See TRiM Management Strategy, Appendix 2). Further information is available from Staff Support Services and on The Pulse: <https://thepulseweb.lond-amb.nhs.uk/about-me/staff-support-services/trauma-risk-management-trim/>

10. Managing stress when involved in complaints; allegations of negligence etc.

- 10.1 Support and advice is available in the event of a member of staff being involved in a complaint and/ or claim from the Senior Health, Safety and Risk Advisor, Staff Support Services Manager, Head of Patient Experiences and Head of Legal Services. These support mechanisms are also responsible for ensuring that staff who are called as witnesses in a clinical negligence claim; employers/public liability claim; coroner's inquests; Health Professions Council (HPC) or other professional body, hearing; and criminal cases; are provided with support throughout the preposition, actual process, and following conclusion of the case.
- 10.2 The arrangements for supporting staff involved in litigation are detailed in Appendix 1 of TP013 Claims Handling Policy under "keeping interested parties informed and supported" and in TP/015 Procedure for Responding to Enquiries and Giving Evidence at Coroners' Inquests and Statements at Police Interviews.
- 10.3 Comprehensive advice and guidance is available to staff in the event of their being called as a witness (internally and, if necessary, externally) is covered by the document TP015 (available on The Pulse) and states: 'When Road staff or

EOC staff are required to attend an inquest, stress-related support will be provided by one or more of the following:

- Staff Support and Counselling Services Manager;
- Senior LINC Worker Team;
- Group Station Manager/Clinical Team Leader/ Training Officer;
- Operations Centre Manager/ Sector Controller;
- Occupational Health Services.

11. Wellbeing Matters Group

11.1 The Trust is committed to implementing this policy within all settings and teams within the Trust. The commitment to managing stress is part of the mainstream work of the Trust and links into many initiatives, such as the Wellbeing Matters Group (WMG) <https://thepulseweb.lond-amb.nhs.uk/about-me/staff-support-services/wellbeing-matters-group/>

IMPLEMENTATION PLAN

Intended Audience	All LAS Staff
Dissemination	Available to all staff on the Pulse and to the public on the LAS website.
Communications	Revised Policy and Procedure to be announced in the RIB and a link provided to the document.
Training	Training will be provided for managers and other supervisory staff in good management practices, and attendance monitored. Health and Safety management responsibilities will be confirmed in job descriptions, and training needs identified through the Trust's personal development review process.

Monitoring:

Aspect to be monitored	Frequency of monitoring AND Tool used	Individual/ team responsible for carrying out monitoring AND Committee/ group where results are reported	Committee/ group responsible for monitoring outcomes/ recommendations	How learning will take place
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Supporting Staff

Immediate and ongoing support offered to staff (internally and, if necessary, externally)	Internal and External Business Reporting 6mthly) Staff Counselling and LINC Activity Reports (mthly) NHS Staff Survey (annually) EAP Reports (3mthly) Client Evaluation Forms	Staff Support Services Manager Counselling Team (internal/external) LINC Manager EAP	Corporate Health and Safety Group	Delivery of Wellbeing Training Programme; TRiM Training for Managers; Staff Support Services information leaflets; Health and Safety Bulletins; ISRAs; OH Health Matters Bulletins; information disseminated via Corporate Inductions; Health and Safety Group; Wellbeing
Advice available to staff (internally and, if necessary, externally) in the event of their being called as a witness	LINC Worker Reports Incident Reports	Line Management/ Area Operations Managers		
Action for managers or	TRIM Reports	Line		

individuals to take if the staff member is experiencing difficulties associated with the event	Incident Reports Senior LINC Worker Reports	Management Staff Support Services Manager LINC Manager		Matters Group
Stress Management				
How staff can access information on the management of work-related stress	6 Monthly Review	Line- Management / Area Operations Managers Staff Support Services Manager and Team	Health and Safety Group	Delivery of Wellbeing Training Programme; TRiM Training for Managers; Staff Support Services information leaflets; Health and Safety Bulletins; ISRAs; OH Health Matters Bulletins; information disseminated via Corporate Inductions;
How workplace stressors are identified	Data Review (Sickness Absence, Staff Turnover/ Retention, Incident Reporting, Exit Interview Information, National NHS, Staff Survey, Risk Assessments – trust-wide, individual and complexes)			Health and Safety Group; Wellbeing Matters Group
How the organisation carries out risk assessments for the prevention and management of work-related stress	Risk assessments are monitored locally for incidents categorised as being below 8. Above 8 are referred RCAG for review and appropriate action.	Assistant Directors of Operations	Corporate Health and Safety Group Risk Compliance and Assurance Group	



INDIVIDUAL STRESS RISK ASSESSMENT	
Date of Assessment:	
Name:	-----
Signature:	-----
Job Title:	-----
Assessor:	-----
Signature:	-----

Individual Stress Risk Assessment

	Never	Seldom	Sometimes	Often	Always
I am clear of what is expected of me at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can decide when to take a break	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Different groups at work demand things from me that are hard to combine	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I know how to go about getting my job done	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am subject to personal harassment in the form of unkind words or behaviour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have unachievable deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If work gets difficult, my colleagues will help me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am given supportive feedback on the work I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have to work very intensively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have a say in my own work speed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am clear what my duties and responsibilities are	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have to neglect some tasks because I have too much to do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am clear about the goals and objectives for my department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is friction or anger between colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Never	Seldom	Sometimes	Often	Always
I have a choice in deciding how I do my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am unable to take sufficient breaks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I understand how my work fits into the overall aim of the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am pressured to work long hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have a choice in deciding what I do at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have to work very fast	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am subject to bullying at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have unrealistic time pressures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can rely on my line manager to help me out with a work problem	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I get help and support I need from colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have some say over the way I work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have sufficient opportunities to question managers about change at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can talk to my line manager about something that has upset or annoyed me about work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My working time can be flexible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My colleagues are willing to listen to my work-related problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When changes are made at work, I am clear how they will work out in practice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Never	Seldom	Sometimes	Often	Always
I am supported through emotionally demanding work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relationships are strained at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My line manager encourages me at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How often have you felt that you were unable to control the important things in your life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How often have you felt confident about your ability to manage your personal problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How often have you felt that things were going your way	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How often have you felt that difficulties were piling up so high that you could not overcome them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How often have you felt too sad or depressed to function in your job and/or personal life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have at least 7-8 hours of unbroken sleep a night	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I do vigorous exercise (swim, cycling, jogging) at least twice a week	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I commit to regularly doing something I enjoy on my own	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I stay out of financial debt	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I organise my time effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I do one relaxing activity at least once a week	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I regularly attend club or social activities with friends	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have a faith or religion which helps me through difficult times	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I have one or more friends to confide in about personal matters	Never <input type="checkbox"/>	Seldom <input type="checkbox"/>	Sometimes <input type="checkbox"/>	Often <input type="checkbox"/>	Always <input type="checkbox"/>
I can express my feelings when angry or worried and don't avoid confrontations	Never <input type="checkbox"/>	Seldom <input type="checkbox"/>	Sometimes <input type="checkbox"/>	Often <input type="checkbox"/>	Always <input type="checkbox"/>
I talk to people I live with about domestic problems if and when they arise	Never <input type="checkbox"/>	Seldom <input type="checkbox"/>	Sometimes <input type="checkbox"/>	Often <input type="checkbox"/>	Always <input type="checkbox"/>
I eat at least one healthy meal a day including fresh fruit and vegetables and I stay hydrated	Never <input type="checkbox"/>	Seldom <input type="checkbox"/>	Sometimes <input type="checkbox"/>	Often <input type="checkbox"/>	Always <input type="checkbox"/>
I drink fewer than five units of alcohol per week (1 unit=1 glass of wine, 1 shot of spirits or 1/2 pint of beer)	Never <input type="checkbox"/>	Seldom <input type="checkbox"/>	Sometimes <input type="checkbox"/>	Often <input type="checkbox"/>	Always <input type="checkbox"/>
I drink fewer than 3 cups of coffee (or any other caffeinated-rich diet drinks) per day	Never <input type="checkbox"/>	Seldom <input type="checkbox"/>	Sometimes <input type="checkbox"/>	Often <input type="checkbox"/>	Always <input type="checkbox"/>
I do not suffer from any major health problems	Yes <input type="checkbox"/>	No <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am within 4 kilos (approx 9lb) of my ideal weight	Yes <input type="checkbox"/>	No <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I smoke	Never <input type="checkbox"/>	Seldom <input type="checkbox"/>	Sometimes <input type="checkbox"/>	Often <input type="checkbox"/>	Always <input type="checkbox"/>
I smoke less than 10 a day	Yes <input type="checkbox"/>	No <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Always <input type="checkbox"/>
I monitor my personal stressors in my work life	Never <input type="checkbox"/>	Seldom <input type="checkbox"/>	Sometimes <input type="checkbox"/>	Often <input type="checkbox"/>	Always <input type="checkbox"/>
I monitor my personal stressors in my home life	Never <input type="checkbox"/>	Seldom <input type="checkbox"/>	Sometimes <input type="checkbox"/>	Often <input type="checkbox"/>	Always <input type="checkbox"/>
I have a clear understanding of how stress impacts body and mind	Yes <input type="checkbox"/>	No <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am aware of the level of Staff Support Services available and I would be confident in accessing	Yes <input type="checkbox"/>	No <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I understand the importance of personal responsibility when managing stress	Yes <input type="checkbox"/>	No <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

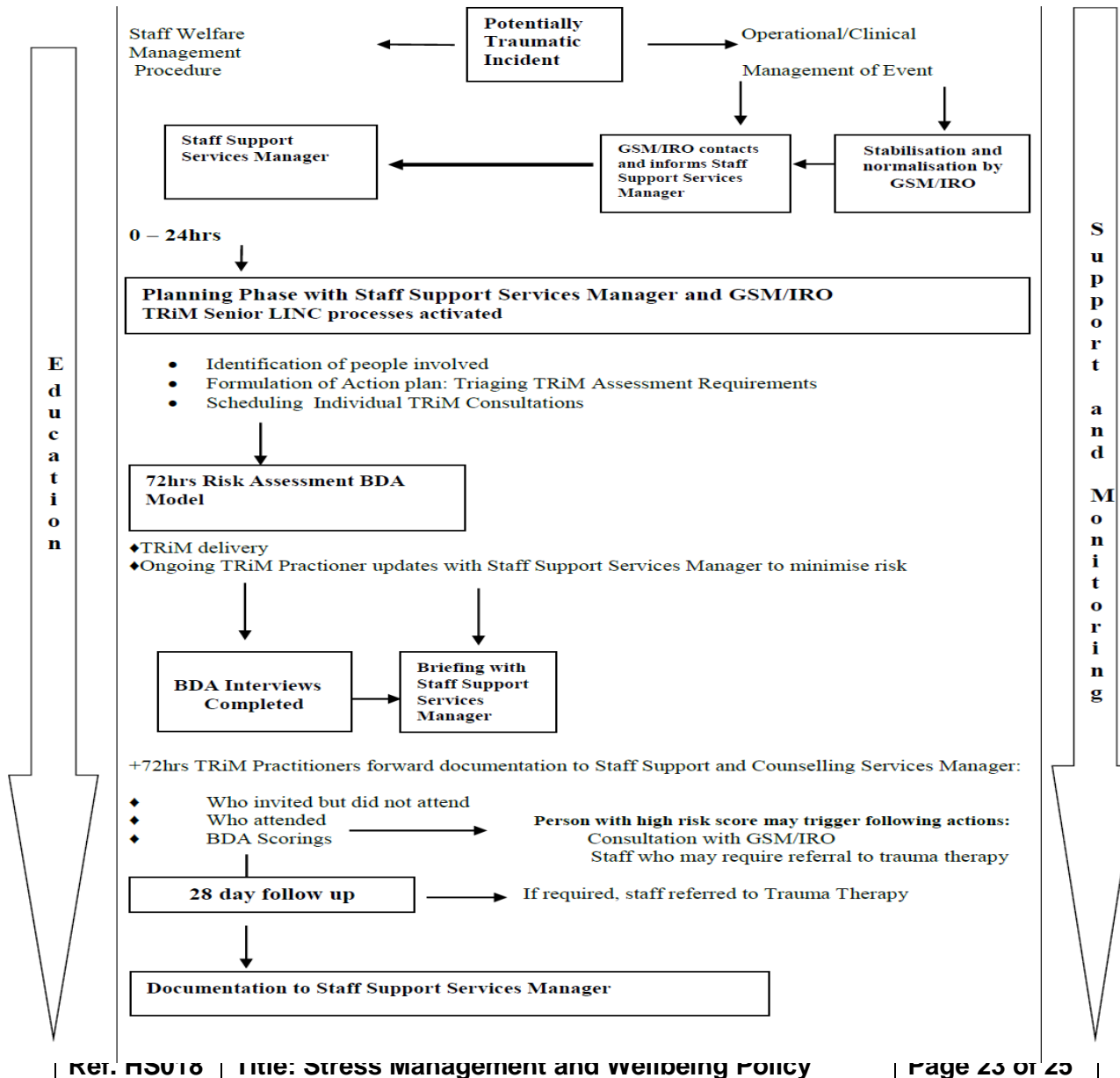
I received a copies Staff Support Services Information Leaflets

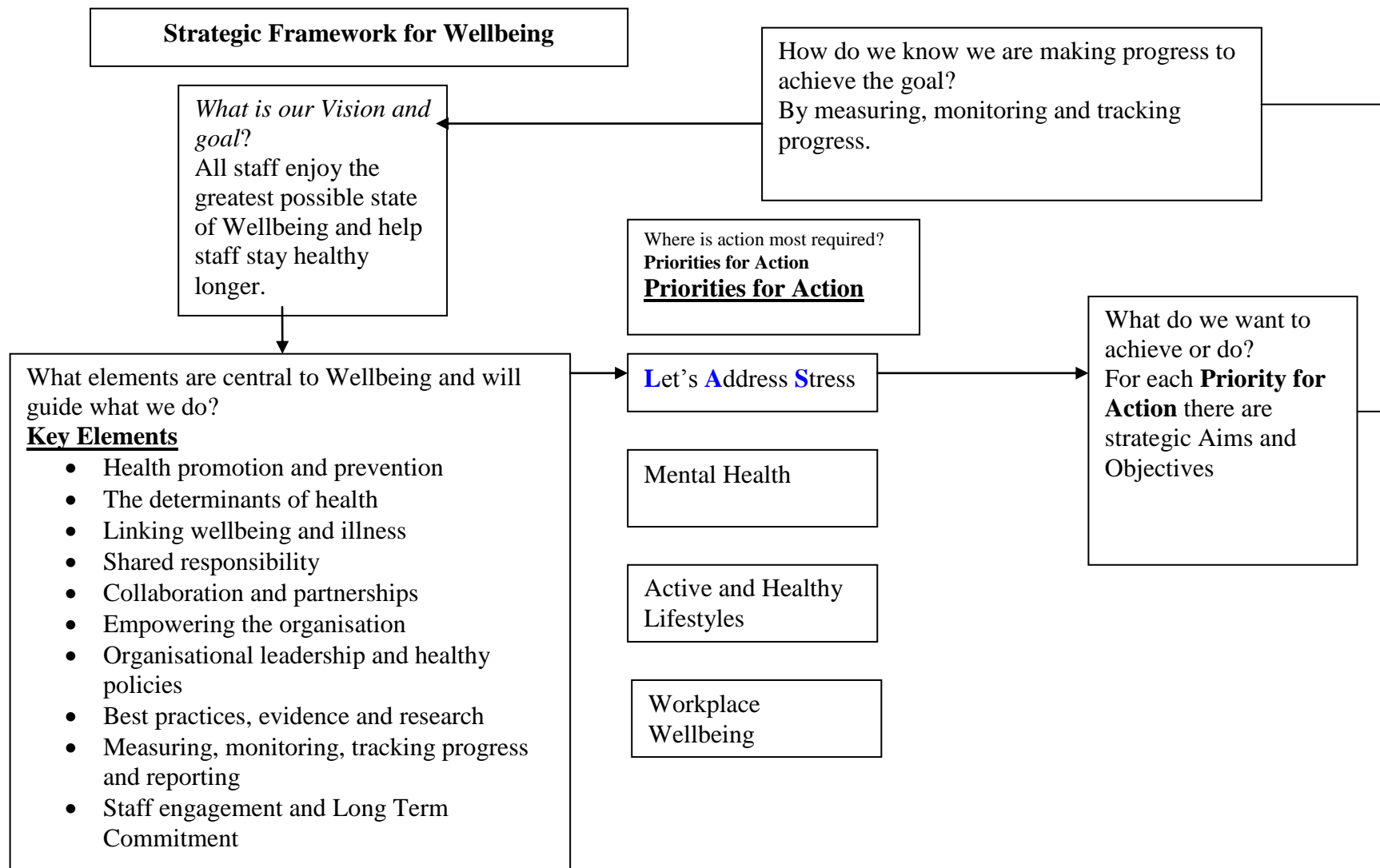
I received a Wellbeing Pack which included the following Handouts: Understanding Stress and Building Resilience; Nutrition and Stress; Sleeping Smart; TRiM Magazine; Physical Exercise Magazine

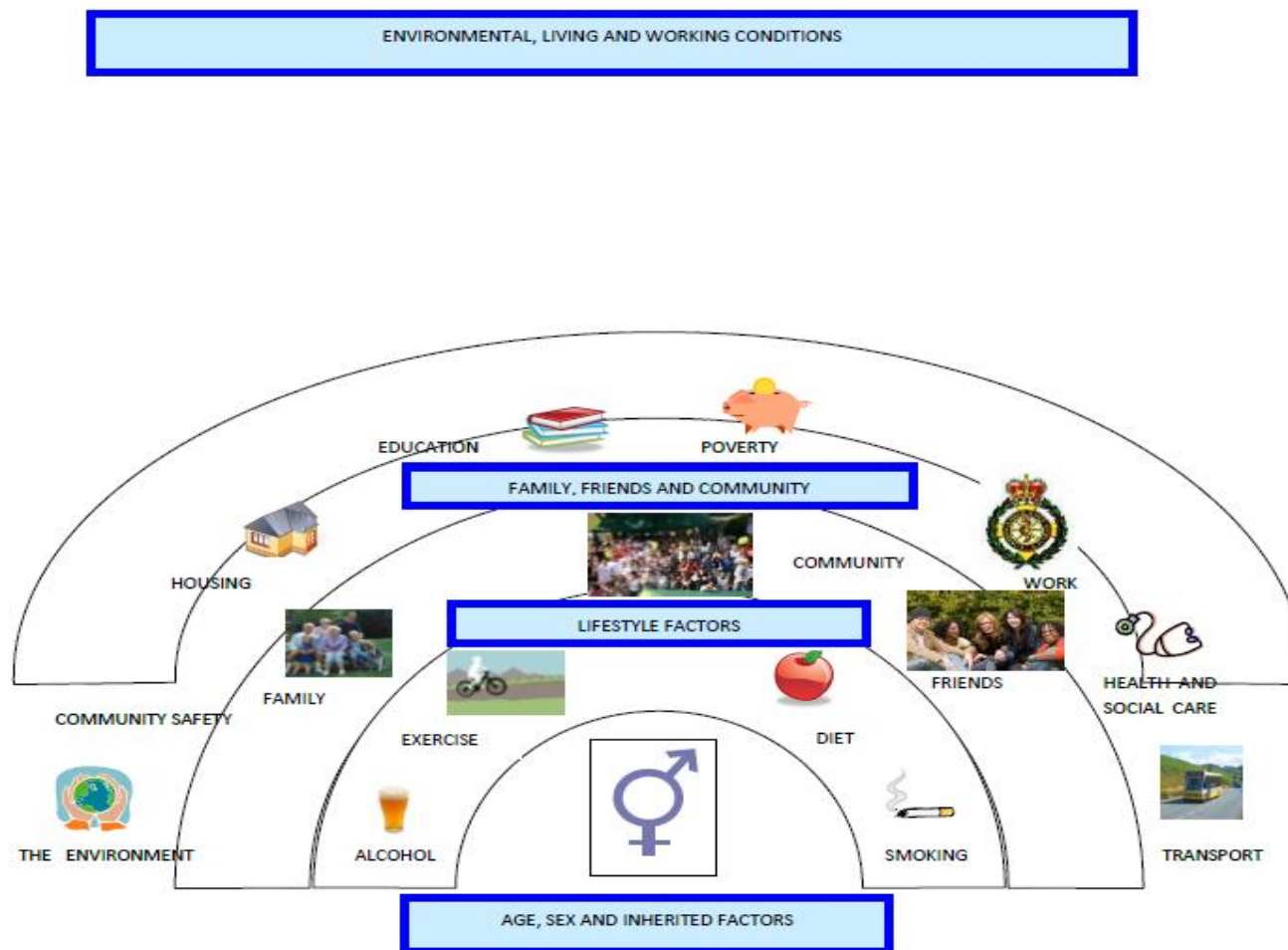
Name: -----

Signature: -----

TRiM MANAGEMENT STRATEGY







Adapted from M. Whitehead and G. Dahlgren, (1991), 'The Determinants of Health and Wellbeing'.