



Staff Mental Health and Wellbeing Action Plan 2021 – 2022

Purpose:

To develop an action plan that offers a local Glasgow City HSCP approach to our staff's mental health and wellbeing that sits alongside and complements the Glasgow City Council (GCC) and NHS Greater Glasgow and Clyde (NHSGGC) Mental Health and Wellbeing Action Plans.

Key Principles:

The strategic intent of this plan has been informed by the GCC and NHSGGC Mental Health and Wellbeing Action Plans, Glasgow City HSCP Mental Health and Wellbeing group discussions, formal staff feedback via the Staff Mental Health Check-in and Staff Covid Support Line and recognition of the need that staff mental health and well-being policies should be trauma informed. It will be cross checked with the Glasgow City iMatter 2021 action plan currently in development and adjusted accordingly. The plan consists of four basic principles:

- 1. Staff mental health becomes part of the HSCP's local strategies and action plans**
- 2. Staff mental health and wellbeing is everybody's responsibility**
- 3. All staff deserve to work in a mentally healthy workplace where discussions about mental health and wellbeing are valued and met with kindness and compassion**
- 4. All staff have the opportunity to talk about mental health and wellbeing with their manager to ensure they receive the appropriate supports**

Key themes:

This plan aims to make a real difference in terms of staff being able to openly have conversations about their mental health and wellbeing and receive appropriate support as required. We want to support best practice where possible whilst recognising the current strain on services can limit this approach. This requires acknowledgement from the HSCP that organisational issues, service demands and stigma can negatively contribute to staff mental health and wellbeing and start to address this. We aim to support staff with their mental health and wellbeing by focusing on the following key themes:

1. Culture – Ways of Working	2. Communication	3. Activity	4. Environment
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Key Theme 1: Culture - Ways of Working

This involves listening to staff and having protected time to dedicate to mental health and wellbeing and equipping managers with the tools they need to have supportive conversations with staff about their mental health and wellbeing. There is growing national evidence that shows wellbeing conversations are beneficial and promote staff mental health and wellbeing. A recent GCC staff health survey reports that only 66% of staff feel their team and line manager supports their mental health and wellbeing and that staff tend to feel less supported by the wider organisation. Furthermore, Glasgow City HSCP was over-represented in the sample of staff who triggered an alert in the Staff Mental Health Check-in conducted in January / February 2021 and July / August 2021.

Aim and Objectives	Key steps / Tasks	Implementation Leads	Resource Requirement
1. Support the development of a culture of compassionate leadership and kindness <ul style="list-style-type: none"> Building capacity of resilience through utilising trauma informed leadership and 	<p>All managers are encouraged to participate in the NES National Trauma Informed (TI) Leadership Programme (STILT) as this is rolled out across the HSCP.</p> <p>Share learning from Resilience workshops and develop further individual staff skills in managing personal resilience - Promotion of</p>	<p>Susanne Aziz – Transforming Psychological Trauma Implementation Coordinator (Trauma Informed)</p> <p>Carrie Fivey (development of capacity for resilience)</p>	<p>Commitment to staff / managers having protected learning time</p>

Aim and Objectives	Key steps / Tasks	Implementation Leads	Resource Requirement
strengthening personal resilience programmes	TI training and Personal Resilience training on digital IT platforms i.e. GOLD (for GCC) & TURAS Learn(for NHS GGC)	In collaboration with service leads and managers	
<p>2. Support staff mental health and wellbeing</p> <ul style="list-style-type: none"> Raising awareness of mental health and wellbeing resources available to staff Staff mental health and wellbeing is a core agenda item at local management and team meetings 	<p>Actively promote good practice of manager / employee wellbeing check</p> <p>Signposting managers to Mind and NES guidance regarding the Wellness Action Plan (WAP) and NES wellbeing planning tool, via promotion of the HSCP Staff Health and Wellbeing Page</p> <p>https://glasgowcity.hscp.scot/staff-health-and-wellbeing</p>	Karen Bell and Morag Kinnear	All managers and staff
<p>3. Promote a mentally healthy workplace</p>	<p>Raising awareness of e-learning training for managers and employees on digital IT platforms</p> <p>Regular promotion of the Psychological First Aid module on TURAS Learn (for NHSGGC) or the Mentally Healthy Workplace module on GOLD (for GCC)</p>	<p>Karen Bell and Morag Kinnear</p> <p>Josephine Dick for access to Peer Support framework</p>	<p>Commitment to staff / managers having protected learning time</p> <p>Specify the priority staff groups (for peer support plan)</p>

Aim and Objectives	Key steps / Tasks	Implementation Leads	Resource Requirement
	<p>Promote the Peer Support Implementation Framework with all staff being able to access the online peer support module through Learnpro and GOLD</p> <p>Managers and teams to identify Healthy Working Lives Champions in each service / base to link in with Healthy Working Lives Locality Coordinators</p> <p>Managers to incorporate feedback from iMatter / staff survey into team discussions, which focuses on wellbeing, team needs and priorities</p> <p>Alternative methods to be explored to reach non pc facing staff</p>	<p>NHSGGC and GCC Healthy Working Lives (HWL) leads</p>	<p>Count and measure take up of online learning</p>

Key Theme 2: Communication

All staff will be able to receive and readily access the various types of support available in relation to staff mental health and wellbeing. Non PC facing Staff report increased feelings of isolation and disconnection. In addition, inequalities groups experience poorer health outcomes and have been disproportionately affected by Covid.

A GCC report from last year stated that two thirds of wider workforce do not have immediate digital access to staff support or online training. This would include our home care staff. We can no longer continue with a workforce that is unable to access support or is underrepresented in staff feedback because they do not have digital access. A priority action set out in this plan is to ensure that all staff are provided / or have access to a device that enables them to access digital support that is available to them within work time.

Aim and Objectives	Key steps / Tasks	Implementation Leads	Resource Requirement
<p>4. Accessibility of mental health and wellbeing resources to all HSCP staff</p> <ul style="list-style-type: none"> A review of existing communication arrangements, exploring alternative ways to reach non pc facing staff 	<p>Homecare communications & marketing working group to consider upgrades to mobile devices and/or explore SMARTCROWD and other apps that improves communication and accessibility and feedback</p> <p>HR working with senior managers / service managers and partnership / to incorporate into local action plans accessibility and feedback options for staff</p> <p>Promote podcasts/webinars to all staff and HSCP webpage updated</p>	<p>Jill Scoular through the Homecare Communications & Marketing Working Group</p> <p>/ HR / Equality Leads / Disability / BAME / LGBTQ Groups</p>	<p>All staff with a focus on Non PC facing staff i.e. homecare / residential, facilities staff /</p> <p>Underrepresented groups / ethnic minority groups</p> <p>Staff time to consult with via appropriate methods using staff forums</p>
<p>5. Support staff who are absent from work and are experiencing long COVID and other health conditions</p> <ul style="list-style-type: none"> Identify specific resources and guidance to support managers and staff in their recovery 	<p>Explore webinars and awareness sessions on managing the effects of long covid, to increase knowledge and understanding</p> <p>Manager/employee discussions through early intervention / long term sickness meetings</p>	<p>HR</p> <p>Managers</p>	<p>Managers</p> <p>Protected learning time</p>

Aim and Objectives	Key steps / Tasks	Implementation Leads	Resource Requirement
	<p>NHS info: https://www.nhsggc.org.uk/working-with-us/hr-connect/occupational-health/occupational-health-long-covid-service/ GCC Your Health & Wellbeing</p>		
<p>6. Support the mental health and wellbeing of women that are experiencing the peri/menopause</p> <ul style="list-style-type: none"> • promote and implement both organisation’s menopause policy / guidance to raise the profile • provide support options to women in managing symptoms of peri/menopause 	<p>Menopause information sessions will be made more widely available, details through a range of methods, corporately, including podcasts HSCP YouTube channel and the Healthy. Working Lives champion’s network. Example of equalities work.</p> <p>NHSGGC : Menopause Policy</p> <p>Further national information www.gov.scot/publications/women-s-health-plan/documents/</p>	<p>HR Health champions</p>	<p>Female Staff Protected time</p>

Key Theme 3: Activity

All staff should have easy access to a range of activities at work which encourages positive mental health and wellbeing. Workplace practices and policies that support such access can make it much easier and more convenient for employees to engage in health and wellbeing activities throughout their workday. Good health is associated with a variety of positive outcomes for employees and putting effort into employee wellness can increase higher levels of job satisfaction, better mental health, lower rates of absenteeism, and greater productivity in the workplace. The development of health and wellbeing activities need to have considered the needs of the workforces need, and what is most effective and appropriate to the range of staff groups and their working practices.

Aim and Objectives	Key steps / Tasks	Implementation Leads	Resource Requirement
<p>7. To continue to support the healthy working lives programme</p> <ul style="list-style-type: none"> • continue to promote health initiatives / activities associated with the maintenance of the HWL Gold award campaign and widen the wellbeing champions at local level • Activity that supports staff mental health and wellbeing will happen as close to the building footprints as possible to ensure equitable access • Empower local service areas to access funding for health and wellbeing initiatives and encourage the development of local activities based on staff needs 	<p>Local health working lives groups taking an active role in the organisation and promotion of events</p> <p>HR linking with service managers to identify healthy working lives champions in each service / base</p> <p>Incorporate into local action plans and encourage staff suggestions via healthy working lives champions and 1-1 / team meeting time</p>	<p>HWL Groups</p> <p>Senior health improvement leads</p> <p>Healthy working lives co-ordinators</p> <p>HR</p> <p>Service Managers</p>	<p>Staff time</p> <p>Small endowment bids yearly,</p> <p>Range of funding applications</p>

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Key Theme 4: Environment

All Staff

The surroundings where staff work can often coincide with job satisfaction, motivation and interaction with others. The benefits of having a safe space and access to green space to socialise, eat, relax and recuperate during breaks has been highlighted with the introduction of R&R hubs within acute and community settings during Covid-19.

Aim and Objectives	Key steps / Tasks	Implementation Leads	Resource Requirement
<p>8. Introduce/extend R&R hubs across all HSCP establishments</p> <ul style="list-style-type: none"> • Access to local HSCP facilities / staff room for all HSCP staff within Health and Care Centres • Identify local premises / cafes for community based staff e.g. Home Care staff to access spaces for tea and coffee • Support staff to access a spa back chair to support individual moments of 'Rest and Recovery' and to help with screen fatigue. • DSE available for all staff with appropriate supporting equipment 	<p>Mapping exercise of HSCP establishments</p> <p>Healthy working lives to support local healthy working lives champions to identify and space within HSCP establishments.</p> <p>Healthy working lives champions support local site to access funding for tea/coffee/mental health and wellbeing notice board / resources</p> <p>Look at solutions and partnerships with Glasgow Life premises, large supermarkets with cafes and toilet facilities to allow community based staff a warm rest area where they are able to use facilities and access free or subsidised hot and cold drinks for breaks and between split shifts. Engagement with Glasgow Life would be a</p>	<p>HR</p> <p>Jill Scoular</p> <p>Service Managers</p> <p>Senior Health Improvement Leads</p> <p>Homecare / Residential</p>	<p>Staff Time</p> <p>Endowment Funding</p>

Aim and Objectives	Key steps / Tasks	Implementation Leads	Resource Requirement
	<p>good starting point and potentially reaching out to large stores like Morrison's or Tesco etc.</p> <p>Increase participation in healthy working lives activities for residential care staff</p>		
<p>9. Promote local green space to staff</p> <ul style="list-style-type: none"> • Identify outdoor space for relaxation and to enjoy the surroundings • Managers encouraging staff to make use of outdoor green space where available 	<p>Mapping exercise to be undertaken of outdoor / green space locations through discussions with managers and staff, which will be incorporated into local Wellbeing and Attendance action plans</p> <p>Local Healthy Working Lives Co-ordinators establishing links with Parks and Recreation Services to promote local outdoor space</p>	<p>Strategy /HWL Groups</p> <p>Health Centres/SW Offices</p> <p>All</p> <p>Staff within acute mental health services.</p> <p>Health Centres</p>	<p>Maintenance</p>