Kingston Hospital NHS
NHS Foundation Trust

Trust Board	Item: 11
Date: 07/02/18	Enclosure: G
Purpose of the Report: To summarise the measures the Trust is taking to support staff with mental health problems to "thrive at work".	
For: Information ☐ Assurance ☐ Discussion and input ☒ Decision/approval ☐	
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Risk Implications – Link to Assurance Framework or Corporate Risk Register:	
Legal / Regulatory / Reputation Implications:	
Link to Relevant CQC Domain: **Safe ☐ Effective ☐ Caring ☐ Responsive ☐ Well Led ☒**	
Link to Relevant Corporate Objective:	Strategic objective 2 – to have a committed, skilled and highly engaged workforce who feel valued, supported and developed and who work together to care for our patients
Document Previously Considered By:	
Recommendations: Trust's proposed and current actions in response to the Thriving at Work Strategy for Board endorsement	

Mental Health in the Workplace

1.   Background

This report summarises the work being undertaken across the Trust to address concerns about mental health in the workforce at KHFT. Its foundation is based on the key points of the Stevenson/Farmer review, which forms a key strand of the Trust's HAWB Strategy and the work of the HAWB Steering Group.

2.   Thriving at Work report

In October 2017 Dennis Stevenson and Paul Farmer published an independent review on how employers can better support mental health of their employees. They ask that the government implements recommendations, measure results and makes a long term commitment to improving mental health at work.

Underneath the stigma that surrounds mental health, the UK faces a significant mental health challenge at work. People with long term mental health problems lose their jobs at a higher rate than those with physical health conditions.

Analysis of case studies where investment has been made in mental health show a consistently positive return on investment. Evidence shows where a manager mental health training programme is in place, this could lead to a significant reduction in sickness absence with associated ROI of £9.98 for each £1 spent on training.

Only 11% of employees discussed a recent mental health problem with their line manager and more than half of employees say they would not discuss mental health with their line manager. While managers often shy away from the subject for fear of making it worse or provoking legal consequences, the culture of silence means that opportunities to support are missed.

An individual can have a serious mental health problem but with the right support can still be thriving at work. There is well established academic evidence base that **good work is good for mental health.** Good work consists of autonomy, fair play, work life balance and opportunities for progression and the absence of bullying and harassment.

The report makes recommendations for employers and further enhanced recommendations for large public sector organisations.

3. Recommendations from the Review

There were a number of recommendations that came from the review. One key recommendation is that all senior leaders across the public sectors have a performance objective relating to ensuring mental wellbeing of all employees, and accountability for adopting the mental health core standards.

For all employers

All employers adopt the mental health core standards:

1.   Produce, implement and communicate a mental health at work plan

2.   Develop mental health awareness among employees
3.   Encourage open conversations about mental health and the support available when employees are struggling Provide employees with good working conditions
4.   Promote effective people management
5.   Routinely monitor mental health and wellbeing

For all public sector employers

To deliver mental health enhanced standards

1.   Increase transparency and accountability through internal and external reporting
2.   Demonstrate accountability
3.   Improve the disclosure process
4.   Ensure provision of tailored in house mental health support and sign posting to clinical help

4. Kingston Hospital and Mental Wellbeing

The Trust has made great progress in setting up a number of initiatives to support staff with mental health issues and to support managers in supporting their staff.

• The **Health and Wellbeing Steering Group** was set up in early 2017 and is chaired by Sian Bates, Chairman. This is now well established and the group reviews the HWB action plan quarterly which includes actions and initiatives that covers the 4 pillars of wellbeing.

• The Trust has funded 7 staff members to undertake the **Mental Health First Aid Instructor training**. 4 individuals have already completed this training, with 3 more in the pipeline to attend. These in house Trainers will be rolling out the MHFA training in 2018.

• The Trust ran a successful **Wellbeing Conference** in October 2017. Alastair Campbell was the keynote speaker and talked candidly about mental health and his own experiences.

• The Mediation Manager from the **Trust's Employee Assistance Programme** (EAP) Provider spoke at the conference to highlight all the support that was available for staff and their families free of charge to them. This includes up to 6 sessions of counselling, debt management advice, legal advice and signposting to other support agencies. Further promotion of the EAP service will be on-going in 2018.

• The **Time to Change** pledge was signed by Ann Radmore, Sian Bates and Alastair Campbell at the Trust Wellbeing Conference in October 2017. This Pledge has a set of actions, currently in motion, to help break down stigma of mental health.

• 20 **Time to Change Champions** have been recruited across the Trust to help support the Time to change campaign. They received training in January 2018 from Mind. Potential to roll-out in house training of further Champions.

• A **Mental Health Schwartz round** took place in November and the attendance was double the normal attendance and received positive feedback

- A **Staff Wellbeing Chaplain** has been appointed to help support staff. Diana Steadman has taken the lead to coordinate the Time to Change Champions, is a trained Mental Health First Aid Instructor and will be delivering the MHFA courses in 2018.

- **Managers Toolkit training** was rolled out earlier in 2017. This covers a number of sessions that help promote effective people management. There is a health and wellbeing section as part of this training.

- A **Yoga and Wellbeing Practitioner** has been appointed. Free yoga classes have been set up for staff. Jo Duffin is also offering 1-1 sessions for staff as well as team sessions to help improve mind-body interactions with others and how to better manage any stress individuals may be experiencing.

5. Next steps and Recommendations

In order to continue to support mental wellbeing and to strive to meet the above recommendations there are further action points that can be taken.

- Embed mental health standards as part of Health and Wellbeing action plan. The action plan is reviewed regularity at the Steering group meeting and the Steering group will help to support the actions.

- Stress Policy to be reviewed. It would be ideal to have a diverse range of input to this, including staff who have suffered from mental health problems and managers who have supported staff with mental health as this will help create a policy that is supportive, compassionate and helpful to all that use it.

- Create clear and supportive process that will encourage employees to discussion mental health without fear of stigma.

- Work with Kingston University to trial the toolkit that supports those returning to work following sickness absence due to mental ill health and managers who are supporting these staff members.

- Mental Health First Aid training programme to roll out to managers and staff in 2018

- Continued support of Time to Change Champions and support Time To Talk day 1st February 2018

- Continue to communicate to staff about support available through our EAP and Staff Wellbeing Chaplain.

- Monitor health and wellbeing across Trust using OH, Sickness absence, staff survey and EAP data.

- Prepare annual report on mental health and share with Trust Board and Workforce Committee.

Kelvin Cheatle
Director of Workforce & OD