

United Lincolnshire Hospitals NHS Trust   
NHS Trust

United Lincolnshire Hospitals NHS Trust (ULHT)  
Occupational Health Emotional Health and Wellbeing Services



*Promoting Positive Mental Health At Work*

## **United Lincolnshire Hospitals NHS Trust (ULHT) Occupational Health and Emotional Health and Wellbeing Services**

ULHT has a comprehensive dynamic service which offers a range of interventions to support the Trust and its employees.

The Trust provides workplace counselling as an employee support. The service is usually short term in nature and provides an independent, specialist resource for people working across the whole of the Trust available at all four sites. It gives all employees access to a free, confidential, workplace counselling service.

The workplace counsellors have a specialist viewpoint and skillset, as they essentially have two clients – the employee in front of them and the organisation, as a peripheral client. Workplace counsellors are mindful of the context in which the employees work and have a crucial understanding of the environment to which the employees will be maintained or returning to.

As workplace counselling is short term (six to eight one-hour sessions), practitioners are commonly “integrative”, meaning they have trained in a core therapeutic approach and built other disciplines into this. Counsellors may be person-centred, or have skills in cognitive behavioural therapy (CBT), transactional analysis, Gestalt therapy, solution-focused therapy, or one of several other disciplines. The choice of the approach used by the counsellor usually matters less than the quality of the counsellor-client relationship, with trust and openness helping to maximise success.

While counselling is available on the NHS through mental health services and some GPs, the long waiting times, lack of specialist insight and inflexibility of appointment times and locations make providing a workplace counselling service a more attractive option.

The counselling process is about providing a sounding board for an employee, giving them a safe place to talk about issues that trouble them, and allowing counsellors to help them find their own solutions to problems or develop better ways to manage issues. It is not about giving advice, but about providing a non-judgmental, empathic and accessible means to allow an employee to find a way forward.

More important than the type of service used is the understanding that counselling must be confidential and voluntary, so it should not be used as a conditional requirement or as part of a disciplinary process.

We all experience life-crisis issues at different stages in our lives. Experiences such as bereavement and loss, relationship and family difficulties, substance misuse (including alcohol issues) and stresses at home can all preoccupy someone’s thinking and distract them from work. In the NHS this is a very safety-sensitive industry this can also be a major risk.

Workplace counselling often helps employees who are absent from work, and there is evidence that counselling support can accelerate the rehabilitation of an absent employee, saving the organisation money in the long run. In short, everyone who works in an organisation is a potential client.

### **Counsellors in collaboration**

ULHT's workplace counsellors have an established relationship with allied professionals, often working closely with HR representatives, trade unions, health and safety practitioners, and those working in managing people and development.

The counsellors are employed under the umbrella of OH; many counselling referrals come from OH professionals, enabling the employee to get a fast response to help them manage their issues.

As well as benefitting the employee, OH staff have access to a counselling resource appreciating the opportunity to refer employees to a specialist service, freeing up more time for them to devote to other areas.

**As well as the core part of the service of providing individual counselling, the service provides the following interventions.**

#### **Group Facilitation.**

As well as individual counselling the Service also undertakes group work for teams across the trust. This can be for a number of reasons resilience or team building or when there are issues with in teams that are difficult to resolve and outside support is helpful.

#### **Crisis intervention.**

The service has the ability and flexibility as in in house service to respond to situations which arise in the trust and require rapid intervention. This can be for a number of reasons such as supporting staff in the event of a traumatic incident or sudden death, the death of a colleague self-harm by a member of staff or staff who are threatening self-harm. This support can be for individuals or groups of staff.

The service also provides more structured debriefs following incident to groups of staff.

#### **Group counselling.**

Group Counselling Sessions for Specific Issues and are useful to support anxiety, depression, bullying, interactions in the workplace, low self-esteem.

#### **Objectives**

- Support staff in dealing with a specific issues eg anxiety, depression
- Help individuals to identify maladaptive behaviour
- Offer opportunity for staff to offer help or advice to other members of the group. (This sense of altruism can help develop interpersonal skills and adaptive coping styles)

- Space to speak to others about own experiences, increasing self-awareness of own behaviours and impact on others

Participants need to be able to commit to attend the 6 sessions

Groups last between 45-60 minutes depending on the number of participants, with opportunity for a short (5 minute) one-to-one debrief if needed.

Group Contract will be in place, signed by all participants and copies distributed in order to work safely and ethically

### **Mental Health assessment.**

Modern occupational health requires a multidisciplinary RMN in service. The occupational health service has a qualified registered mental health nurses part of the team who is able to give specialist advice on the mental health needs of members of staff, and communicating the needs of the individual with other mental health services and general practitioners.

### **Specialist counselling. *Onward referral***

on occasions it may be required that our employees require more specialist intervention than the service is able to offer. The service has the ability to referral onto local specialist services as when required this can consist of a psychiatric opinion from a psychiatrist, advice on drug and alcohol from other action and a range of other services available locally.

### **Access to a Psychiatrist**

Modern occupational health requires a multidisciplinary as part of this approach; the service has access to an independent Psychiatrist when needed for a detailed Psychiatric assessment. The purpose of an assessment is to build up an accurate picture of the individual's needs and how as a trust we can work with them.

With a collaborative and informed approach our Psychiatrist works in partnership with the Trust, with the patients consent he has a strong focus on recovery and communicating effectively, advising and recommending how the Trust can support the employee towards returning to work if they are able.

The patient will be given information they can take away with them, as well as tips for additional research, choice and treatment to share with the Trust their GP, specialist and family to support their recovery.

### **Teaching and training**

the service undertakes a range of different teaching and training from mediation training, Mindfulness, Mental Health First Aid, Counselling and Resilience training. When required the service can also undertake more individual training to meet the needs of the water Department or group of staff.

## **Mediation.**

The Mediation Service provides an alternative dispute resolution service for all employees of the Trust. The service is completely free and confidential and offers employees a positive, collaborative approach to resolving work-place conflict.

All of our Mediators are current employees of the Trust, and are fully trained and accredited Mediators. They provide a totally confidential, impartial service to all parties.

Our Service is based on five key principles: facilitating; collaborating; building; agreeing; resolving. These principles underpin the mediation process and allow people experiencing conflict to communicate in a positive way to help them identify and explore solutions that are both realistic and workable.

The Mediation Service has been set up in conjunction with the Total Conflict Management (TCM) Group. TCM are experts in mediation and provide specialist training and support to our fully trained Mediators. In addition, our Mediators work within the framework of the professional standards of the Professional Mediators' Association

## **What is Mediation**

Mediation is increasingly being used to resolve disputes in modern life. It is based on the principle of collaborative problem-solving and does not apportion blame.

Conflicts arise in the workplace for a variety of different reasons. Often mediation may be suitable to try to resolve the situation, for example when there is:

- Disputes / conflict between colleagues or peers;
- Disputes / conflict between staff and managers;
- Perceptions of discrimination, harassment or bullying;
- The need to repair working relationships;
- Communication breakdown.

Mediation is seen as an alternative dispute resolution process, which involves bringing the two sides together, through a neutral third party, with the aim of reaching mutual agreement in order to move the relationship forward.

We as a Trust recognise the cost of conflict in the workplace can be high in terms of time, money and unsatisfied and demotivated employees. If mediation is adopted as part of a culture that is supportive and consultative, the benefits should go beyond the particular individuals directly involved in the mediation process. If we can embed the use of mediation across the Trust, and the benefits associated with it, it can help to contribute to the overall success of the organisation.

During mediation, we will work with the individuals involved in a conflict situation to explore their underlying issues, needs, goals and expectations. We apply a series of safe and constructive approaches to help the parties listen to one another and we

support them as they identify areas of commonality and difference. We often describe mediation as an attempt to build bridges. In many respects, this is true, as mediation helps people bridge the gaps which remain unresolved in workplace conflict.

We understand that resolving workplace conflict can be difficult and tiring. Our accredited Mediators will support each party every step of the way. By listening carefully to what each party has to say, we will encourage parties to talk about their problems constructively and safely. We will not make judgments or determine who is right or wrong. Instead, we will maintain a neutral and impartial approach throughout the process and support parties before, during and after mediation.

### **Mindfulness.**

mindfulness? In its simplest form, mindfulness means awareness. Practising mindfulness offers a way to pay attention to the present moment, without judgement. The origins of mindfulness sit firmly in Buddhism but it's increasingly taught in a secular form.

Mindfulness can help to reduce stress and anxiety and conflict, and increase resilience and emotional intelligence, while improving communication in the workplace.

The neurological benefits of mindfulness have been linked to an increase in emotional intelligence, specifically empathy and self-regulation. It's the development of these areas that contributes to our ability to manage conflict and communicate more effectively. Mindfulness also enables us to take a step back and consider alternative perspectives rather than simply reacting to events and using the least intelligent area of our brains to make decisions. Mindfulness helps us to flick the switch back to the smart parts of our brain to put us back in control of our emotions, enabling us to choose a more appropriate response.

In the workplace does not prevent conflict from arising or difficult issues from coming up. But when difficult issues do arise... they are more likely to be skillfully acknowledged, held, and responded to. Over time with mindfulness, employees will learn to develop the inner resources that will help them navigate through difficult, trying, and stressful situations with more ease, comfort, and grace.

"Becoming more aware of our own emotions as they arise gives us more choice in how to deal with them. Mindfulness helps us become more aware of an arising emotion by noticing the sensation in the body.

Mindfulness for Wellbeing in the Trust will be delivered in a rolling programme throughout the year covering all Trust sites from October 2016. The course will run for six weeks of 2 hours formal training/ experience each week. It will be in closed groups for up to 12 staff. The initial course will have a generic approach with view to developing more specialist bespoke courses for departments /services at a later date.

## **Mental Health First Aid**

Mental Health First Aid is an educational course which teaches people how to identify, understand and help a person who may be developing a mental health issues. In the same way as we learn physical first aid, Mental Health First Aid teaches you how to recognise those crucial warning signs of mental ill health.

The MHFA course teaches people how to recognise the signs and symptoms of common mental health issues, provide help on a first aid basis and effectively guide someone towards the right support services.

Mental ill health can affect every single one of us and any of our employees. There is widespread ignorance of mental ill health in the general population and there is the associated stigma too.

For some the stigma can lead to delays in people seeking help and support this training will enable our employees to support each other. There is also a lack of confidence in what to do if someone is distressed or in a crisis situation and MHFA will increase the confidence of employees to support their colleagues.

MHFA will commence in September 2016 week beginning 5<sup>th</sup>. MHFA is a two day two day course for up to 18 employees with minimum 8. This again will be provided on a rolling programme throughout the year across all sites in the Trust. The trust will also be offering mental health first aid light which is a half day course will make mental health first aid more accessible to our employees.

## **Counselling Service**

As we said at the end of this document the trust has an in-house counselling service one of the main benefits of this is to have a dynamic and responsive emotional well-being service for our staff that provides a range of interventions and is flexible and responsive enough to be able to change and respond rapidly to what the trust and our employees need for emotional and psychological support.

## ULHT Emotional Wellbeing Services





# THINGS YOU NEED TO KNOW ABOUT MENTAL WELLBEING

Mental illness led to the loss of **70 MILLION** working days in 2013, up 24% since 2009.<sup>7</sup>

Depression ranks as near to most people...



...more than half as people who have a bad one episode will have another.<sup>8</sup>

Poor mental health is the single largest cause of disability in the UK.<sup>9</sup>

People with mental health problems have worse physical outcomes.<sup>10</sup>



Eating well



Learning new skills



Talking about your feelings



Taking yourself and others seriously



Drinking to moderation



Taking breaks



Caring for others



Bringing job identity on/off



Building confidence and wellbeing



Bringing in health and wellbeing for all



Taking responsibility



Talking for help

**MENTAL HEALTH PROMOTION INVOLVES ANY ACTION TO ENHANCE THE MENTAL WELLBEING OF INDIVIDUALS.<sup>7</sup>**

Mental ill health at work is thought to cost UK employers **£26 BILLION** each year.<sup>7</sup>

NHS organisations should:

- ✓ Have a strategic and coordinated approach to promoting employee mental wellbeing and reducing risk.



- ✓ Strengthen the role of line managers in promoting employee mental wellbeing.

**57%** in NHS trusts have an organisation-wide mental wellbeing plan.<sup>11</sup>

**50%** in which mental illness costs £270K per 100 FTE.<sup>12</sup>

**76%** in NHS trusts report that they monitor the wellbeing of their staff.<sup>13</sup>

**3 in 4** in people reporting any mental health problem are not talking to a GP.<sup>14</sup>

**1 in 4** in staff experience at least one mental health problem in any one year.<sup>15</sup>

**EVIDENCE SHOWS THAT MENTAL HEALTH PROMOTION CAN CONTRIBUTE TO THE PREVENTION OF COMMON MENTAL HEALTH PROBLEMS.<sup>16</sup>**

**8-12%** in the population report mental health problems in any year.<sup>17</sup>

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## ULHT OH &WBS Emotional Wellbeing Training

<p>Level 2 Counselling Course, This will be delivered Twice a year on alternate sites in the Trust</p>	<p>This qualification is intended for candidates who want to:</p> <ul style="list-style-type: none"> <li>Learn basic counselling skills (listening and responding skills) in helping roles</li> <li>Find out more about counselling</li> <li>Improve professional and personal relationships</li> </ul> <p>The course runs over six weeks one day each wee.</p>
<p>Mental Health First aid 2 days This will be delivered bi-monthly On alternate sites in the Trust</p>	<p>Mental Health First Aid is a course, which teaches people how to identify, understand and help a person who may be developing a mental health issue. In the same way as we learn physical first aid, Mental Health First Aid teaches you how to recognise those crucial warning signs of mental ill-health. The aim is to have a number of mental health first-aiders in the organisation to support colleagues and teams.</p>
<p>Mental Health First Aid Lite Half Day Course. Will be delivered once every two weeks on alternate site in the Trust</p>	<p>The lite course is an introductory three hour mental health awareness course.</p> <p>By the end of the course you'll be able to:</p> <ul style="list-style-type: none"> <li>Define mental health and some common mental health issues.</li> <li>Identify stigma and discrimination surrounding mental health issues.</li> <li>Relate to people's experiences and support people in distress.</li> <li>Look after your own mental health.</li> </ul>

<p>Mindfulness is a 6 week course of two hour sessions This will be run for times a year</p>	<p>This is a six-week, two-hour in-house course with accredited Mindfulness teachers as part of the wider Staff Health and Wellbeing Strategy.</p> <p>The Mindfulness course benefits are:</p> <ul style="list-style-type: none"> <li>• Enhanced focus and attention</li> <li>• Increased self-awareness and the awareness of others</li> <li>• Increased ability to handle stressful situations</li> <li>• Greater cognitive effectiveness and capacity for decision making</li> <li>• An enhanced sense of purpose</li> <li>• Increased creativity</li> </ul>
<p>Mediation Training One 5 day course</p>	<p>This is a 5-day intensive course in mediation training, designed for people who wish to become accredited mediators.</p> <p>The mediation training course is designed to give you the skills, knowledge, understanding, and confidence to practice as a mediator. Staff will have the opportunity to conduct mock mediations, participate in group discussions, and you will learn all aspects of the mediation process.</p> <p>Staff will learn advanced mediation techniques, such as the art of 'defusing' and 're-visualising'. Our mediation training is nationally and internationally recognised and our trainers are all practicing mediators. This means that delegates will be able to benefit from real hands-on knowledge, understanding, and experience.</p>