Collaborating to improve Mental Health and Wellbeing

<table>
<thead>
<tr>
<th>Kerry Gulliver</th>
<th>Director of Human Resources and Organisational Development East Midlands Ambulance Service NHS Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr Tony Zarola</td>
<td>Managing Director Zeal Solutions Ltd</td>
</tr>
<tr>
<td>Jennifer Gardner</td>
<td>Programme Lead for Health, Work, and Wellbeing NHS Employers</td>
</tr>
</tbody>
</table>
Health and Wellbeing Matters

- Health and wellbeing is an important factor in:
  - Staff Engagement
  - Job Satisfaction
  - Performance and Productivity

- Collaboration:
  - Association of Ambulance Chief Executives (AACE)
  - Ambulance Employers
  - Trade Unions (GMB; UNISON; UNITE; RCN)
  - NHS Employers
  - Other stakeholders

- To improve the mental health and wellbeing of our staff through developing healthy and supportive working environments.
Health and Wellbeing - What We Do Well

- We already do a lot well:
  - Comprehensive Occupational Health and Employee Assistance Programmes
  - Staff Support Programmes, Networks and Chaplaincy
  - Peer Support
  - TRiM
  - Counselling and Specialist Therapies
  - MSK and Physiotherapy Interventions
  - Preventative education (M&H; CRT; MH)
  - Preventative vaccination programmes (Flu)
  - Health Promotion Information to support healthy lifestyles
Governance

Association of Ambulance Chief Executives → Human Resource Directors National Ambulance Strategic Partnership Forum → Mental Health and Wellbeing of the Ambulance Service Workforce

Outputs

Work streams providing:
- Research / evidence informing best practice
- Actions / interventions that can be taken
- Support available and where from

Evaluation / measures of success

Blue print for Chief Executive Officers / Human Resource Directors to implement locally

Work streams providing:
- • Mental Health & Resilience
- • Reducing Violence and Aggression
- • Recognition
- • Bullying and Harassment
- • Leadership Behaviour
- • Equality and Inclusion
- • Staff Involvement & Communication
- • Healthy Lifestyles
- • Working Patterns & Role Design

Health and Wellbeing Strategy Group

Health and Wellbeing Strategy Group providing:
- Research / evidence informing best practice
- Actions / interventions that can be taken
- Support available and where from

Evaluation / measures of success

Blue print for Chief Executive Officers / Human Resource Directors to implement locally
Today’s Session

• Importance of leadership and management in the development of healthy and supportive working environments.

• Evidence base supporting leadership and managerial behaviours which are crucial for promoting and preventing ill health.

• Your contributions in supporting the development of our ‘Leading Healthy Workplace’ programme.
Demands - Ambulance services

Paramedics take 40,000 days off sick with stress as strain on NHS takes toll

Pressures of the job and dealing with trauma bring rise in mental health issues for 999 workers

New figures show soaring NHS stress leave, and 15 days sickness a year

The amount of 'stress leave' recorded by the NHS has risen by 37 per cent in three years, new figures show, and the average worker takes 15 days off sick.
Psychologically healthy organisations require - reduction/prevention of negative aspects as well as presence/promotion of positive aspects.
# Sources of support

How much help and support is available from:

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>1</td>
<td>A Little</td>
<td>3</td>
<td>Some</td>
<td>Quite A Lot</td>
</tr>
</tbody>
</table>
## Sources of support II

<table>
<thead>
<tr>
<th>Sources of Support</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family &amp; Friends</td>
<td>4.13</td>
</tr>
<tr>
<td>Work Colleagues</td>
<td>3.67</td>
</tr>
<tr>
<td>Line Manager</td>
<td>2.83</td>
</tr>
</tbody>
</table>

*Mean score: 1 = none at all, 2 = a little, 3 = some, 4 = quite a lot, 5 = a great deal*
Dosage impact of supportive leadership

Name: Supportive Leadership
Address: Everywhere

Rx:
- AVAILABLE
- HONEST
- INVOLVES
- FAIR
- TRUSTS
- ENCOURAGES
- LISTENS
- PARTICIPATIVE

LOW <-> MEDIUM <-> HIGH

LOW <-> HIGH
Leaders make a big difference ... 

<table>
<thead>
<tr>
<th>N&gt;20K</th>
<th>Avg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home Work Conflict</td>
<td>3.66</td>
</tr>
<tr>
<td>Change &amp; Communication</td>
<td>3.58</td>
</tr>
<tr>
<td>Job/Role Conflict</td>
<td>3.40</td>
</tr>
<tr>
<td>Supportive Colleagues</td>
<td>3.30</td>
</tr>
<tr>
<td>Equipment Issues</td>
<td>3.27</td>
</tr>
<tr>
<td>Demands – Decision Latitude</td>
<td>3.24</td>
</tr>
<tr>
<td>Unrealistic Expectations</td>
<td>3.23</td>
</tr>
</tbody>
</table>

... to the way staff view their work

“My senior manager...is excellent at his job. Extremely supportive and always on hand to help.”
Leaders make a big difference ...

<table>
<thead>
<tr>
<th></th>
<th>Avg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>N&gt;20K</td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>4.45</td>
</tr>
<tr>
<td>Organisational Commitment</td>
<td>5.38</td>
</tr>
<tr>
<td>Work Engagement</td>
<td>4.46</td>
</tr>
<tr>
<td>Stress Symptoms</td>
<td>3.23</td>
</tr>
<tr>
<td>Traumatic Stress</td>
<td>0.97</td>
</tr>
<tr>
<td>Quitting Intentions</td>
<td>3.95</td>
</tr>
<tr>
<td>Burnout/Exhaustion</td>
<td>4.00</td>
</tr>
<tr>
<td>Patient Care Confidence</td>
<td>5.71</td>
</tr>
</tbody>
</table>

... to staff health and well-being

“My manager has helped me to deal and cope with various pressures. I feel valued and it’s good to know you’re not alone.”
Leaders make a big difference ...

<table>
<thead>
<tr>
<th>N&gt;20K</th>
<th>Avg.</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Blame &amp; Fear</td>
<td>3.71</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality &amp; Learning</td>
<td>3.34</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Authoritarian</td>
<td>3.14</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Affiliation &amp; Team Work</td>
<td>3.08</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Innovation &amp; Change</td>
<td>2.69</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capability Building</td>
<td>2.67</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shard Vision &amp; Identity</td>
<td>2.56</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consensus</td>
<td>2.42</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

... to the way staff experience culture

“I love working for this Trust, where I work, everyone looks out for each other. My supervisor is brilliant.”
Leaders make a big difference ... …to the way staff cope/respond to experience

Higher levels of supportive leadership - reduction in the strength of the negative relationship between overload and work engagement
Leadership programme

- Train the trainer / facilitated
- Modular and practical
- Articles, screencasts & workbooks
- Diagnostics
- Impact evaluated
Video scenarios

- Verbal Abuse
- Physical Abuse
- Difficult Situations
- Short Term Absence
- Long Term Absence
- Managing Change
## Developing the programme

- What situations do you find most challenging in terms of leadership?

- If any, what situations have a greater negative/positive impact emotionally?

- In your view, what prevents you from managing/leading the way you want to?

- What enables you to manage/lead the way you want to?

- If any, what resources (e.g. tools, advice, guidance, etc.) do you need to support you when leading/managing your staff?
Thanks for your participation – feedback will support development of our ‘Leading Healthy Workplace Programme’ for the Ambulance Service.

Any colleagues who wish to engage in any of the work streams please contact kerry.gulliver@emas.nhs.uk; a.lofthouse@unison.co.uk