

Thrive wellbeing



Winter Wellbeing 2023/24

Managers' guide to support you
and your team during winter

Siobhan Harrington

Chief executive



“I’d like to thank you and your teams for your continued commitment to the care of our patients.

“We recognise that winter is a challenging time for the NHS. I am so very proud of our hard working staff at UHD and I’m keen that we work to support each other during the winter period.

“This booklet provides resources and details the support available to you. Please use this information to boost you and your teams’ health and wellbeing this winter.

“Thank you for everything you do. Together we will keep patients safe and look after our teams during this winter and beyond.”

Why is wellbeing important?

When our staff thrive, our patients receive excellent care.

To deliver high-quality patient care the NHS needs staff who are healthy, well and at work.

A happy and healthy workforce is provided with an environment and opportunities that encourage and enable them to lead healthy lives and make choices that support their wellbeing.



Healthier staff



Better staff engagement



Happier, healthier patients

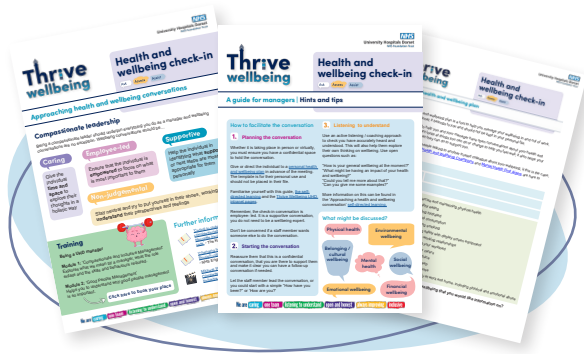
What impacts wellbeing?

- Staff sickness
- Staff morale
- Operational capacity issues
- Cost of living impact
- Staff shortages
- Redeploying staff to cover shortages
- Building work / workplace moves
- Increase in trauma incidents

Supporting health and wellbeing is an integral part of attracting and retaining staff. Each team has different needs and there is not a one-size-fits-all approach to wellbeing. A flexible approach using the guidance here will help you on your way.

Take care of the basics

It is the little things you do that contribute towards your teams' wellbeing.



Hold check-in conversations regularly

You can find guidance and information to help you hold these conversations on the Thrive intranet, [web](#) and app pages.

Ensure your team knows how to raise concerns or issues.

The [FTSU](#) team are available to listen and offer confidential advice and support for leaders and for staff if required.



FreedomToSpeakUp@uhd.nhs.uk

0300 019 4220



Make your staff's personal development a feature. UHD offers a range of [development opportunities](#). Make sure your team know how to access them.



Ensure colleagues wear appropriate [personal protective equipment](#).



Ensure your team take their annual leave. Develop a plan to minimise the cancellation of leave due to service pressures. Always be fair in your approach to allow everyone to take leave.



Make sure your team takes regular breaks during their shifts. For the health and wellbeing of our teams, please promote regular and consistent breaks away from working areas if possible.



Keep your team up to date on health and wellbeing offers by distributing the monthly [Thrive Health Hub](#).



A 'thank you' goes a long way and recognises endeavours not just outcomes. Write a hand-written 'thank you' using the UHD postcards available to collect from the organisational development offices.

 organisational.development@uhd.nhs.uk

You can contact the HR operational team for support and guidance.



hroperations@uhd.nhs.uk



0300 019 5279 / 6378

NHS staff wellbeing needs

Staff wellbeing is a top priority for all NHS organisations. This resource highlights the importance of meeting the basic needs of all staff to help our NHS people feel healthy at work.

3. SELF-FULFILMENT NEEDS



I am achieving my full potential



I am thriving and love where I work

2. PSYCHOLOGICAL NEEDS



I can freely voice my concerns and I am heard



I feel respected and supported by my colleagues including my superiors



1. BASIC NEEDS



It's the little things that make the biggest difference



- Nutrition
- Hydration
- PPE/comfortable clothes and shoes
- Toilet/shower facilities



- Sleep
- Healthy work-life balance
- Safe working conditions
- Regular breaks and rest areas



I can regularly take my break and have space away from where I work to rest

Visit [NHS Employers](https://www.nhsemployers.org) to view and download this poster which details the positive impact of meeting basic needs.

Visit [NHS England](https://www.nhs.uk) for more national support resources.



www.nhsemployers.org
enquiries@nhsemployers.org
[@nhsemployers](https://twitter.com/nhsemployers)

Health and wellbeing check-in

What are health and wellbeing check-ins?

A supportive, coaching-style, one to one discussion to...

1.

Empower individuals and build team resilience

2.

Help your staff feel valued and heard and respected

3.

Promote individuals and teams to nurture and protect their wellbeing

4.

Identify areas of support and signpost effectively

University Hospitals Dorset NHS Foundation Trust

Thrive wellbeing

Health and wellbeing check-in

Ask Assess Assist

A guide for managers | Hints and tips

How to facilitate the conversation

1. Planning the conversation

Whether it is taking place in person or virtually, you must ensure you have a confidential space to hold the conversation.

Give or direct the individual to a [personal health and wellbeing plan](#) in advance of the meeting. The template is for their personal use and should not be placed in their file.

Familiarise yourself with this guide, the [self-directed learning](#) and the [Thrive Wellbeing UHD intranet pages](#).

Remember, the check-in conversation is employee-led. It is a supportive conversation, you do not need to be a wellbeing expert.

Don't be concerned if a staff member wants someone else to do the conversation.

2. Starting the conversation

Reassure them that this is a confidential conversation, that you are there to support them and make it clear you can have a follow-up conversation if needed.

Let the staff member lead the conversation, or you could start with a simple "How have you been?" or "How are you?"

3. Listening to understand

Use an active listening / coaching approach to check you have accurately heard and understood. This will also help them explore their own thinking on wellbeing. Use open questions such as:

"How is your general wellbeing at the moment?"
"What might be having an impact of your health and wellbeing?"
"Could you tell me more about that?"
"Can you give me some examples?"

More information on this can be found in the 'Approaching a health and wellbeing conversation' [self-directed learning](#).

What might be discussed?

- Physical health
- Environmental wellbeing
- Belonging / cultural wellbeing
- Mental health
- Social wellbeing
- Emotional wellbeing
- Financial wellbeing

We are caring one team listening to understand open and honest always improving inclusive

Read our [check-in guide for managers](#) for more information and tips on how to have open conversations.



To upskill on the best way to hold these conversations, complete [self directed learning](#).

University Hospitals Dorset NHS Foundation Trust

Thrive wellbeing

Health and wellbeing check-in

Ask Assess Assist

Approaching health and wellbeing conversations

Compassionate leadership

Being a compassionate leader should underpin everything you do as a manager and wellbeing conversations are no exception. Wellbeing conversations should be...

- Caring**: Give the individual time and space to explore their thoughts in a holistic way
- Employee-led**: Ensure that the individual is empowered to focus on what is most important to them
- Non-judgemental**: Stay neutral and try to put yourself in their shoes, working to understand their perspectives and feelings
- Supportive**: Help the individual in identifying what support or next steps are most appropriate for them personally

Training

Being a UHD manager

Module 1: 'Compassionate and Inclusive Management'
Explores what we mean by a manager, what the role entails and the skills and behaviours required.

Module 2: 'Good People Management'
Helps you to understand why good people management is so important.

[Click here to book your place](#)

Further information

- ['Caring to change: How compassionate leadership can stimulate innovation in health care' - The King's Fund](#)
- ['Changing healthcare cultures through collective leadership' - NHS England](#)

Michael West: Compassionate and inclusive leadership

We are caring one team listening to understand open and honest always improving inclusive

University Hospitals Dorset NHS Foundation Trust

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Ask Assess Assist

Personal health and wellbeing plan

This personal health and wellbeing plan is a tool to help you manage your wellbeing in and out of work. Using this plan is optional; it belongs to you and should not be kept in your personal file.

The aim of the plan is to help you and your manager have open conversations about your health and wellbeing. This document looks at things you can do or change to help you feel well; it also helps your manager understand what they can do to support you.

You may feel more comfortable talking to another trusted colleague about your wellbeing. If this is the case, don't forget that our UHD [Health and Wellbeing Champions](#) and [Mental Health First Aiders](#) are here to support you.

Your name: _____

Your manager's name: _____

Review date: _____

Complete this section on your own in advance of meeting your manager

The following areas all impact on our health and wellbeing. Please review the list and tick any topics that you would like support information for.

- Exercise and maintaining physical health
- Healthy eating
- Staying hydrated
- Alcohol consumption
- Stopping smoking
- Working safely with display screen equipment
- Effective working relationships
- Managing your workload
- Support for carers
- Financial advice
- Managing sleep
- Substance abuse
- Personal safety at work and home, including physical and emotional abuse

...that you would like information on?

[Personal health and wellbeing plans](#) can be helpful to confidentially record these conversations.

Access health and wellbeing support at UHD

You can access wellbeing support on the UHD intranet, website and @UHD app.



Look out for our badge across all of our communications channels to stay up to date with events, offers and resources.



To All staff
Subject Your Staff bulletin

Bereavement group

Our UHD bereavement group meets in the boardroom at Poole and the Eye Unit seminar room at RBH and is a safe space offering support following bereavement and loss. All UHD staff are welcome to join us at our upcoming meetings:



- Poole - 7 November, 5 December
- RBH - 10 October, 14 November, 12

Scan me to see the wellbeing resources on our UHD website, including this guide.

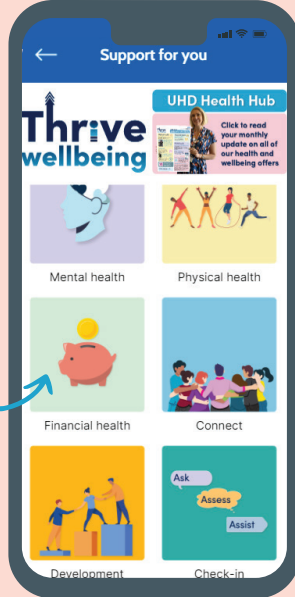
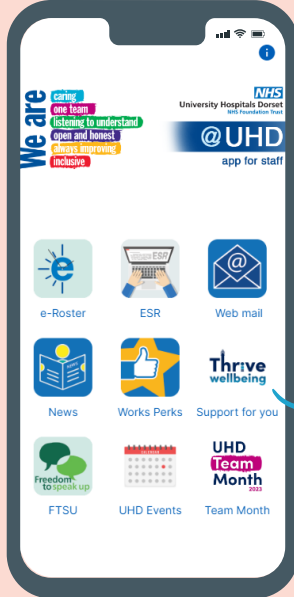


Intranet sliders

Screensavers



Social media



Today
[Download the @UHD app](#) and receive wellbeing notifications straight to your phone

You can support our bank workers with any of the wellbeing support available at UHD. Clinical link advisor, Mandy Macfarlane, is here to support our bank workers. Leaders and bank workers can contact Mandy directly for support clinically or pastorally. Mandy can be contacted through temp staffing [here](#).



Psychological support and counselling (PSC) service for UHD staff



Totally confidential staff only service.



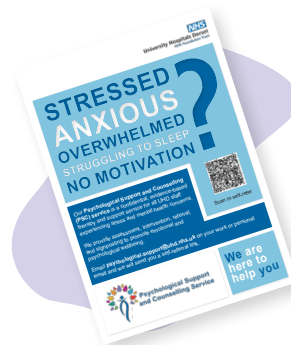
Self-refer [here](#) or use the QR code.



Psychological assessment, face-to-face support, counselling and trauma therapy. Help with stress, anxiety, low mood and poor sleep.



Consultant clinical psychologist, BACP accredited counsellors, specialist psychological support practitioners.



[Download our poster](#) and display it in your area to make sure your colleagues know they can talk to us.




Specialist support for work-related stress, burnout, post-traumatic stress disorder, and returning to work from long-term sickness absence.

TRiM

Have you had a traumatic event at work?
Are you concerned about your colleagues?

[TRiM \(Trauma Risk Management\)](#) is a peer led approach to supporting UHD staff who have been through a traumatic event at work. The primary point of contact to assess support needs, coordinate a response and plan the intervention needed is:

 coordinated.support@uhd.nhs.uk

Mental health first aid

Do you want to talk to a colleague about your mental health?

Our trained [Mental Health First Aiders](#) can spot the signs and symptoms of mental ill health and provide help, reassurance and signposting.

Occupational health

Are you managing staff with health and wellbeing concerns?

Our occupational health department offers specialist guidance and support to staff and managers. Managers can refer via the [OH Portal](#).

Our staff physiotherapy service provides all staff with access to free, specialist musculoskeletal physiotherapy assessment and treatment. Staff can [self refer](#) to this service.



Physical health

The Health Passport

Staff with a hidden or visible disability can use a [health passport](#) to disclose information in a supportive and confidential setting.

Be Active at UHD

Physical activity is a key part of wellbeing. Visit the [Be Active intranet pages](#) for ideas.



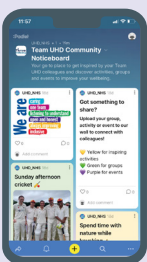
Connect

Good relationships are important for good health and wellbeing. They help to build a sense of belonging, provide opportunities to share positive experiences and facilitate emotional support.

Staff networks

Our networks play an important role in creating an inclusive, supportive, innovative and welcoming culture for our staff. Network group meetings are a safe space for staff to discuss challenges and progress, and also provide opportunities for self and team development.

All staff are welcome to [join our networks](#) as a member or ally.




UHD community noticeboard

Discover and share activities, groups and events to improve your wellbeing. Browse posts from your colleagues featuring walking football, cold water swimming, kayaking and more!



Spiritual and pastoral care

Our chaplaincy team are here to ensure that your faith needs are respected, provide a friendly listening ear and offer support.

 chaplaincy@uhd.nhs.uk

Confidential financial wellbeing support

Our aim is to help staff understand and access the wide variety of confidential financial wellbeing support available. Download the below poster [here](#).



Impartial guidance on debts, credit questions and managing your money in uncertain times. Fee budget planning tool. Information on cost of living support organisations. www.moneyhelper.org.uk/en
NHS telephone support: 0800 448 0826
WhatsApp: 07701342744



Our financial wellbeing partner has created the G.U.I.D.E (Groceries, Utilities, Insurance, Debt, Energy) to help you navigate the increasing cost of living. They also offer NHS loans, salary advances, free webinars and a free financial fitness calculator. www.salaryfinance.com



Let's Talk

Money

Advice and support from the Citizens Advice service about debts, rent arrears, claiming benefits or general finance. www.citizensadvicebcp.org.uk/campaigns/letstalkmoney
Telephone support: 01202 985104



Access to Food Map



BCP's new app to support you if you are struggling to pay for food. Visit www.bcpCouncil.gov.uk and search 'access to food map' for details on how to confidentially access local food banks and download the app.



Support and educational tools tailored to NHS staff aimed at helping you make the most of your money, deal effectively with debt and plan for the future. Visit wellnet.dorset.nhs.uk and search financial wellbeing.



NHS staff can register online to benefit from national and local retailer discounts including days out, fashion, gifts and more. www.bluelightcard.co.uk



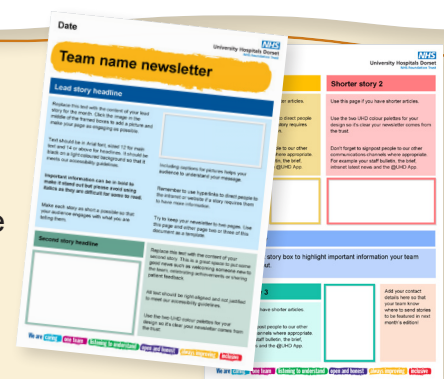
NHS staff can purchase a membership to access discounts on home items, groceries and electronics in local warehouses and online. www.costco.co.uk



Are you looking for a way to share regular updates with your team?

We've created a publisher template for you to use, full of tips to help you make the most of your newsletter. Email communications for the template and remember to send any updates to the communications team if you would like your news to be shared across the trust.

communications@uhd.nhs.uk



Health and wellbeing champions

UHD has a network of health and wellbeing champions who play a significant role in supporting their colleagues mental health, promoting social wellbeing and inclusion and helping their colleagues to be fit and healthy at work. They are responsible for ensuring their colleagues' wellbeing needs are heard and sharing wellbeing resources and messages.

Does your team have a health and wellbeing champion?

Yes

Do your team know who they are, how to contact them and what their role is?

Yes



No

Could you or a colleague become your team's health and wellbeing champion?
[Find out more about the role and how to apply.](#)

No

1.

[Download this poster](#), add your health and wellbeing champions' photo and display it in your area.

2.

Remind your colleagues at team meetings.

3.

Make it a part of your health and wellbeing check-ins.

Look out for colleagues wearing the health and wellbeing champion badge.



Rachael Relf, health and wellbeing champion, AMU

“Our incredibly kind and compassionate NHS staff give so much of themselves in caring for our patients that they often forget about their own wellbeing. That’s where health and wellbeing champions come in, to remind our staff that they can’t pour from an empty cup. If we want to give the best patient care we can, then we must first take care of ourselves.”



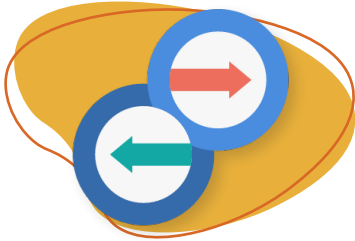
Nick Coates, health and wellbeing champion, portering services

“It is important to invest in the people around you. If your team feel valued, they will come to you with problems, trusting you to help with them. Honesty helps others feel safe with you. If a five minute chat improves someone’s day, I will find the time. If I can, I will give advice or point people in the right direction and we will move forward together.”

As a leader...you matter too

In asking you to look out for the wellbeing of your team, we recognise that you may also need additional support. All of the guidance and support outlined in this booklet equally applies to you and you are encouraged to access it as necessary. Please reach out to your senior colleagues to discuss any specific additional support you or your team may have.

Resources and workshops to support you in leading your teams...



[Leading Your Team Through Change](#)

Tools and strategies to lead teams during uncertain times.



[Leading Your Team Through Integration](#)

Gain the confidence and capability to facilitate exercises around basic team principles.



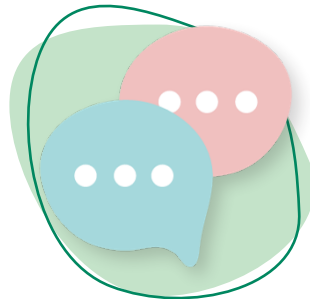
[Coaching Conversations](#)

Develop the skills and knowledge to effectively use a coaching style when supporting your team to overcome challenges.



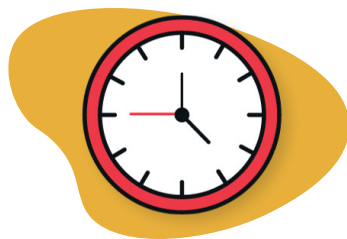
[Feedback Skills](#)

Develop the skills, knowledge and motivation to give positive and developmental feedback.



[Manager's Induction](#)

Explore the skills and behaviours required of a manager.



[Express coaching](#)

Focused short-term support to explore work-based challenges in a self-directed and constructive way.

[Leadership Coaching](#)

Register for a coach on our [MyeCoach platform](#). To book onto any of our UHD workshops, visit our [intranet pages](#).



[NHS South West Leadership Academy](#)

Opportunities to support your leadership development.

We are able to offer bespoke support for teams. If you would like to find out about specific ways in which your team can be supported, please contact us.

 organisational.development@uhd.nhs.uk

Checklist



Thrive
wellbeing

- Carry out regular health and wellbeing check-ins with my team.
- Keep up to date with UHD Health Hub and share it with my team.
- Say 'thank you'.
- Promote regular and consistent breaks and planned leave.
- Make myself aware of the support available to me and my staff.
- Prioritise my own health and wellbeing to positively role model 'health leadership'.

