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Addysg a Gwella Iechyd
Cymru (AaGIC)
Health Education and
Improvement Wales (HEIW)

Staff Health and Wellbeing – A Best Practice Guide for NHS Wales

Manager and Leader

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1. Manager and Leader

The role of managers and leaders in contributing to organisational culture cannot be overemphasised.

Those who ensure a culture of wellbeing, continuous improvement, openness, and psychological safety will create healthy work environments where staff and therefore patients will thrive.

All staff have a responsibility for their impact on others, and an understanding of how their behaviours affect those around them. Whether they formally manage or lead, how they interact will affect their colleagues' health and wellbeing.

Managers and Leaders should be enabled and encouraged to review and register for the [Gwella HEIW leadership portal](#).

All systems and processes in the staff employment cycle need to enable a positive impact on staff health and wellbeing and do not inadvertently impact negatively.

[The Manager Wellbeing Matters](#) provides guidance.

There should be support for newly appointed/promoted staff into management roles.

Management, support, educational and clinical supervision should be included in the job plans/objectives of managers and clinical supervisors, and their workloads balanced to ensure they have protected time to provide these functions.

Specifically for Nurses, Quality preceptorship will ensure newly qualified nurses feel valued and inspired and is an important foundation at this early stage. Clinical supervision is of equal importance to ensure nurses at all levels can reflect on the clinical practice they undertake. [Nursing preceptorship and restorative clinical supervision: position statement \(WHC/2024/012\) | GOV.WALES](#).

[Clinical supervision models for registered professionals | NHS Employers](#)

Managers should receive professional development to ensure they have the necessary skills, confidence, and compassionate and inclusive leadership behaviours to offer staff the support they need to be effective.

Systems should be in place to enable and encourage managers to deal with unacceptable behaviour. It's important to use the skills of compassionate leadership courageously and lean into difficulty.

Guidance available through the [Respect and Resolution Policy](#) and [Healthy Working Relationships](#).

Support for mediation can be accessed via the [All Wales Mediation Network](#)

Time and support should be given for essential tasks, such as preparing for Personal Appraisal Development Reviews (PADR) and revalidations. Ensure that this is a meaningful conversation where clear objectives are set including wellbeing.

Time and support should be given for professional reflection, mentorship, and supervision.

Managers and Leaders should be recruited against the [Compassionate Leadership Principles](#), and should be enabled and encouraged to be highly visible, approachable, and accessible to staff and enable effective two-way communication.

Leadership development and shared professional decision-making should be enabled and encouraged at all levels.

Managers and Leaders should have access to development programmes, coaching, mentoring, and buddying to support them in nurturing cultures of compassionate leadership, enabling high quality, continually improving, compassionate care and staff support.

2. Creating Compassionate Cultures in NHS Wales

To ensure wellbeing and motivation at work, and to minimise workplace stress, research evidence suggests that people have three core needs at work. The [Compassionate Leadership in Practice](#) provides details and good practice.

“[The Compassionate Leadership Principles](#) point the way to leading and working compassionately together across health and social care which is the most powerful way we can nurture the health and happiness of the staff who offer care in Wales. It is also the most powerful way to we can promote the health and happiness of the people and communities of Wales now and in the future.” Professor Michael West, 2021.

[There are four pillars of compassionate leadership](#) which support staff health and wellbeing.

3. Compassionate Leadership Self-Assessment

Organisations should have mechanisms to develop emotionally intelligent, self-aware, and compassionate leaders. Using insight tools, such as feedback from peers and direct reports.

This is a [self-assessment](#) tool for leaders to find out what stage they are at on the Compassionate Leadership journey.

4. Compassionate Behaviours Compass

How we interact with staff has a direct impact on their health and wellbeing, the [compass](#) helps leaders to navigate, interact and engage with staff.

[The Compassionate Leadership Pathway](#) has a collection of pathways to help leaders identify resources, offerings and programmes that are best suited to their development.

Managers and Leaders should ensure that there are effective means to enable staff at all levels to shape decisions, policy, practice, work processes and culture in their organisations.

To effectively manage change and create a stable working environment you need both managers and leaders to engage with staff in the decision making process.

Managers and Leaders should review and evaluate staff feedback to support a cycle of continuous improvement to support staff experience and health and wellbeing including:

- NHS Wales Staff Survey Results
- Speaking Up Safely Framework metrics
- Patient Experience / Putting things right metrics
- Quality and Improvement Metrics
- NHS Performance Indicators