Manager
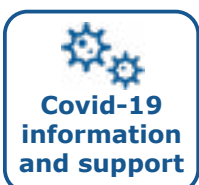## Wellbeing Matters

The aim of Manager Wellbeing Matters is to provide guidance to support managers' own wellbeing and the wellbeing of others.

Key wellbeing priorities during employment

Attract

Goodbye

Keep calm and Recruit

Manager's Role in the Employment Journey

Stay

Welcome

Learn

Covid-19 information and support

One of the NHS Wales Core Principles is we value all who work for the NHS. The wellbeing of our workforce is paramount to delivering effective patient care so we will strive to encourage work satisfaction, and enable you to feel safe and valued, in the hope of supporting your wellbeing.

https://weds.heiw.wales/staff-health-and-wellbeing/

#WellbeingCymru

What is your role as manager in relation to wellbeing?

A consistently good experience of work is recognised to be a positive health outcome: good work can truly be good for your health. However, a negative overall experience of work is considered by experts to have a greater impact on health than being unemployed.

Health and wellbeing incorporates a number of factors, which include physical, psychological, social, economic and environmental. If any of these are out of balance, then this can have a negative impact on wellbeing.

Every job brings certain pressures, demands and challenges and these can be motivating and satisfying. However, individuals react to circumstances, both work related and personal, in many different ways. These pressures may lead to a negative situation, which affects wellbeing.

The primary responsibility for the management of attendance rests with managers. The rationale for this approach is that our managers should "know their employees" and be familiar with the issues surrounding the attendance profile and needs of their employees.

As a manager or team leader, your behaviour and decisions will potentially have an impact on the health and wellbeing of the team you lead.

Your role includes:

- Demonstrating and promoting the importance of the health and wellbeing of team members.

- Creating conditions where the health and wellbeing of your team can be supported.

Don't just do what's required of you, try to find innovative ways to enable your team to be more proactive when it comes to health and wellbeing – talking to your people individually to get to know their interests and needs is key.

What are some key things I need to be doing?

- Bring your "whole self" to work, especially when you're interacting with your team. We all come to work with a suite of skills we use to successfully navigate through life – make sure you are using these skills in the workplace.

- Agree with your team what you all understand wellbeing to mean.

- Take an active role in accepting your responsibility for your own wellbeing and appreciate the impact you have on those around you.

- Engage your people to take positive steps to improve their wellbeing.

- **Demonstrate compassionate leadership**
  There is an abundance of evidence highlighting how health care workers are experiencing damage to their health because of the conditions they are working in. Compassionate collective leadership is about getting everyone involved and being recognised for their uniqueness and individuality and about addressing the conditions that are creating this and addressing the primary workplace causes of stress in the workplace. It is about engaging in some of the problems we face with a determination to help and make a difference. Compassionate leadership is core to promoting health and wellbeing. When managers display compassionate leadership, staff feel more supported, safer and feel like they have more control. That combination makes a difference to people's ability to cope.

- **Compassionate managers**:
  - **Attend** to those we lead and being present. It requires us to 'listen with fascination' to those we lead and manage
  - **Understand** - this requires that we take the time to listen in order to understand the challenges that those we lead and manage face in their work
  - **Empathise** – feeling the strains pains, anxieties and frustrations of those we lead without being overwhelmed by those feelings. This provides the motivation to help or serve those we lead
  - **Help** – to make sure there is a good path for those we lead to achieve their goals by removing the obstacles or providing the support required to deliver high quality care

- Listen to Professor Michael West talk about the importance of compassionate leadership on the health and wellbeing of staff by following this link: https://leadershipportal.heiw.wales/playlists/view/865cbd8e-fc7b-42b9-9595-704532dae71b/en/7

What ideas do they have?

- Come up with ideas on ways to improve wellbeing.

- Coach people toward their own wellness/health goals.

- Modelling behaviours.

What should I expect from my manager?

- Support

- Information

- Time to implement initiatives

- Safety from blame

- Clarity of role

- Honesty

- Knowing where I stand

What do my team and others have a right to expect from me?

- Signposting/support.

- Role model for positive behaviours.

- Communicate health and wellbeing messages and initiatives.

- Role model at team briefings and build your skills and ability to use a mix of managment styles.

- Be compassionate.

- Encourage innovation and sharing of good practice.

- Recognise stress in self and others.

- Learn from mistakes and say sorry when needed.

- Provide clarity of role.

- Encourage people to raise concerns to enable early intervention.

- Role model organisational values.

Manager Guidance

There are many factors that impact on our health and wellbeing, including factors such as lifestyle choices and work-life balance. Though many such choices take place outside of the working environment, many will impact employees at work.

Whilst, as a manager, you cannot directly influence all the factors that will impact on the health and wellbeing of your employees, the personal development review presents an opportunity to have (or ideally continue) a conversation about staff health and wellbeing.

This might include recognition of challenges, identifying control measures to put into place to reduce work-related stress and/or enabling employees to access appropriate support (for work or personal issues). Promoting employee wellbeing actively demonstrates the value of "caring for each other" that NHS Wales Health Boards have signed up to.

As such managers need to be aware of indicators of stress and to consider emotional and behavioural signs or changes in individuals as well as whole teams.

Prompts that can encourage this part of the personal development review conversation could include:

- How are you generally and how are you coping with work?

- How do you rate your work/life balance?

- Have there been any issues that have consistently impacted on your emotional wellbeing in the past year?

- How are things with regards to: your workload; the way in which you do your work; how supported you feel; your relationships in work; clarity over your role, and any current or pending changes?

- Is there any support that you need? What might make a difference?

- Are you aware of the employee wellbeing support available within the Health Board/Trusts and how to access them?

- Additionally, as a role model of the NHS to the wider community, is there a wellbeing related goal you can identify? (Refer to healthy lifestyle choices and the 5 ways to wellbeing - be active, connect, keep learning, give, take notice). This needs to be adapted as appropriate, depending on the starting point for each employee.

It is recommended that Staff Wellbeing needs to be included as a mandatory objective within PADRs. e.g:

Objective 5	Core or Ambitious	Target Date	Action Proposed by Reviewee	Record Summary of Progress *(How this will be achieved)*
Mandatory (all staff) Discuss work/life balance, awareness of Wellbeing Service, current workload.	Core			

Attract

The NHS Wales National Health and Wellbeing Network propose the pledge is included in all job adverts, and the responsibilities, as set out in the statements below, are taken into account in all managers, role responsibilities and/or specifically outlined in PADR objectives:

Pledge

One of the NHS Wales Core Principles is we value all who work for the NHS. The wellbeing of our workforce is paramount to delivering effective patient care so we will support, encourage and enable you to achieve a healthy and happy lifestyle.

Statements

Manager Responsibilities

To support the wellbeing of the workforce and the values of the organisation, all NHS managers must have the:

- Ability to assess the health and wellbeing needs of staff, and awareness of support mechanisms to signpost staff when appropriate.

- Commitment to engage in promotion of wellbeing information to enable staff to achieve a happy and healthy lifestyle.

Development Measures

- Demonstrate an ability to adapt and learn from adversity.

- Ability to reflect and seek appropriate support when necessary.

- Ability to support the wellbeing of teams and individuals.

- Self-awareness of own needs and vulnerabilities.

- A holistic understanding of health and wellbeing.

Keep calm and recruit

When interviewing for roles within the NHS, it is vital that candidates are asked questions relating to values and health and wellbeing.

Example value interview questions

Q - Tell us about a time when you had to support an employee and were able to demonstrate compassion?

Q - Describe a situation where you helped motivate someone to improve performance?

Q - Tell us about a time when you felt compelled to express an unpopular viewpoint to maintain your integrity?

Q - Can you give an example of when you've been able to demonstrate your organisational values?

Example personal wellbeing questions

When recruiting roles with managerial responsibilities, there is also a need for the individuals to have an understanding of their own well being and emotional intelligence.

Q - Tell us about a time when you had to dig deep to remain compassionate when dealing with a high-pressure situation?

Q – How do you balance the demands of your life?

Q – What energises and excites you?

Q – What makes you happy?

Q – How have you supported someone else's wellbeing?

Example team wellbeing questions

Q - How will you promote health and wellbeing in your team?

Q - Tell us of a time where you have coached a team member or colleague in a wellbeing intervention?

All managers need to encourage a supportive work environment, healthy lifestyle choices, nutritional or exercise campaigns and other wellbeing initiatives.

During a selection process, candidates for managers roles should be able to demonstrate the following:

- Recognise opportunities to support and educate people about the benefits of health and wellbeing initiatives, and signpost to suitable interventions.

- How they can act as a change agent and role model in building a culture of wellbeing.

- How they can spot the signs of stress.

- How they would proactively mitigate or offset events and behaviours that may trigger stressful reactions.

- Recognition of the signs of pressure within their team and how to take appropriate actions.

- How they would adopt behaviours that prevent stress in the workforce and, simultaneously, create and sustain a working environment that enables the workforce to thrive and produce consistent performances.

Welcome: How will you welcome a new employee?

Introduction

Research over the past 20 years clearly indicates that a key factor underpinning employee wellbeing, performance, satisfaction and engagement is the quality of their relationship with their manager, their peers or colleagues, and their employers (the organisation). Like any relationship, lasting impressions are formed quickly, the same is true of our workplace relationships. As such the time when a new employee joins the team or department is a prime opportunity to form a strong relationship. The important aspects of the newly formed employee/manager relationship are not that much different from so many of our non-professional relationships. However, the biggest difference is that the manager symbolically represents both themselves and the organisation. Another important difference is that implicit in this relationship is the issue of power, which almost always leave the person with the least power feeling some anxiety. Even though there are many similarities, and also important differences in how relationships are formed and sustained in and outside of work, what we conclude is that these bonds are very important and within your gift as a manager to influence. Therefore, how you as a manager welcome a new employee becomes increasingly important and often highly symbolic of how the professional relationship will develop or not.

Giving thought to how the new employee experiences their introduction to you and their new working environment is to be encouraged, to avoid new starters feeling either ignored, overwhelmed, intimidated or simply not considered by busy managers. Although stage managing their entire introduction is unrealistic, there are key milestones (or opportunities) to bear in mind.

First Contact

This is often via email or formal written letter. It may be worth thinking about how they have experienced the pre-employent process, including screening, interview or other points of contact with you or the organisation. It may be worth asking yourself if they have any pre-existing beliefs, or if they have had any past work related experiences that may influence their introduction to you or your team.

Starting Day

It is not unusual for new starters to be booked onto formal Induction before meeting you or their new team. Give thought to this process and perhaps try to ensure they meet you first, or at least that they are made to feel welcomed and wanted, before being sent onto any courses or dropped into a work stream or case load.
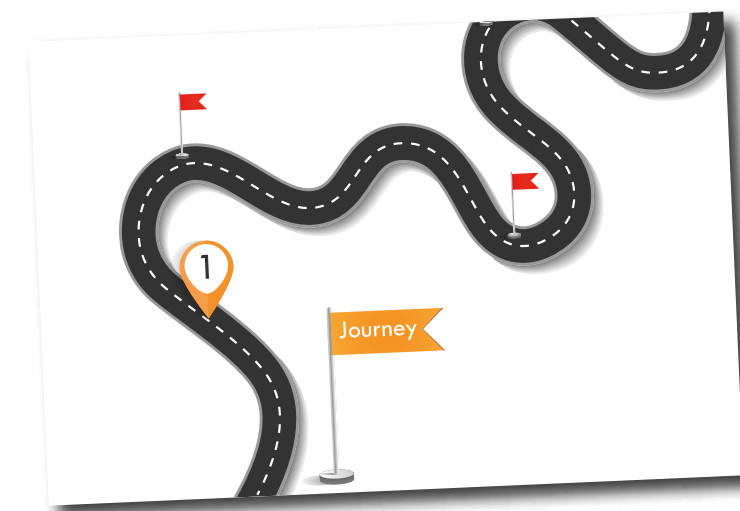
The First Week

Giving thought to their first week will help you shape their experience and form that all important relationship. It is worth giving thought to how you want the new starter to feel during this first week. Research shows that employees respond well to clarity (knowing what they are expected to do, when and where) as well as some degree of autonomy. They also respond well to clarity of boundaries – any new relationship brings with it uncertainties around where the boundaries lay. The first week is a good opportunity to help the new starter understand these boundaries in a way which allows them to feel safe rather than controlled. A good example would be to have a conversation about team cultural rules around working expectations and time e.g. we all work hard but are not rigid with time management so please don't feel you need to let me know where you are all the time.

Beyond the First Week

In reality new members of staff have a rolling "formal" induction which lasts long after the first week (including statutory and mandatory training). It is important to help them to understand the relevance of this formal induction and also detail their informal induction – which will include meeting colleagues, learning the job, building a case load, or simply becoming familiar with the environment. This is a time of heightened anxiety and uncertainty for the new starter as they try to work out where the goal posts are e.g. what is an acceptable standard, how do you respond to failure or error, how supportive are the team, can they actually do the work. Be clear about your expectations and also acknowledging of their anxieties can be very helpful in building a strong relationship.

In essence, they are trying to determine how safe they feel and what are the limits of their capability – as a manager you can help them and strengthen the relationship by having open conversations about these issues and clarity around local / team boundaries and your expectations of them. Anxiety always grows when there is uncertainty, especially for those with less familiarity with the working environment. As their confidence (and autonomy) grows and the relationship strengthens, so you can help them identify the demands of their work and what resources they might need to sustain their wellbeing.
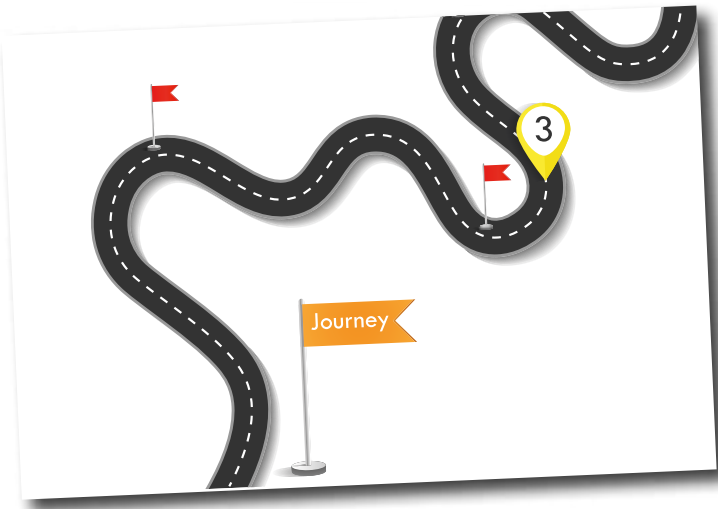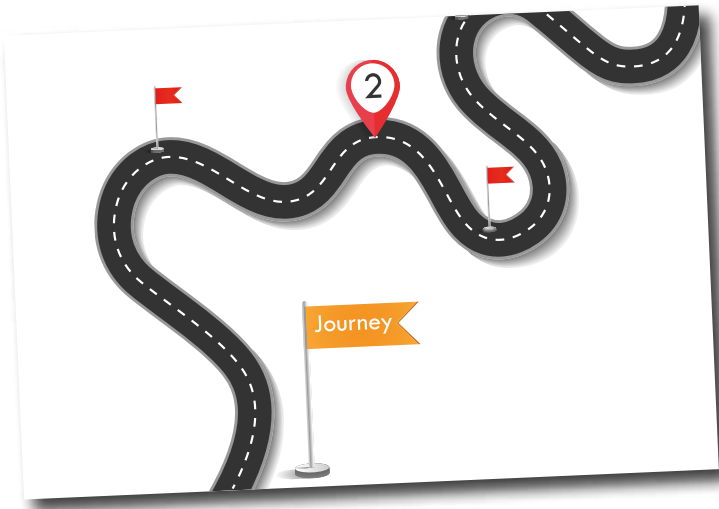
Learn

Reflective Journal

Reflective Journals are a useful learning tool in the workplace to develop emotional intelligence for managers and employees. The key components of emotional intelligence and self-awareness.

Name:......................................

Date:..

Work Position:.........................

Organisation:...........................

Responsibility:.........................

Self awareness

What do I feel/think about myself in my role and workplace?

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What do I feel/think in relation to members of my team?

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What do I feel/think in relation to my own manager?

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What have I noticed about the way I have responded emotionally/physically and behaviourally?

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What do I feel/think about my working environment?

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What is my natural position in a group, and how does this impact on my role?

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Self regulation

How do I manage my emotional and psychological responses?

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How do I respond to feedback?

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How do I respond to challenges?

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How do I respond to meeting new people and adapting to my role?

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What stresses me unhelpfully?

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Motivation

What aspects of my role have I felt enthusiastic and energised about?

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What do I feel passionate about in my role?

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What aspects of my role cause me to feel de-motivated and deskilled?

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Which members of my team do I relate to and feel motivated by?

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Are there members of the team who I struggle to feel motivated by?

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What are the key differences between situations and people I feel motivated and de-motivated by?

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Empathy

cognitive empathy—the ability to understand another person's perspective;
emotional empathy—the ability to feel what someone else feels;
empathic concern—the ability to sense what another person needs from you.

How do I use empathy in my role?

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Social skills

How well do I generally communicate with others?

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Who in my team do I connect and communicate with most effectively?

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Who in my team do I struggle to connect and communicate with?

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What are the key differences in these situations in terms of myself/others and the environment?

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Moving forwards

What do I understand my role as a manager to be?

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What do I feel are the 3 most important elements of being a manager?

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What am I going to change as a result of this learning and self refection?

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Stay

The nature of working in the NHS means that there are times when you will face challenges. It is important that you are supported and aware of how to manage any pressure on a daily basis.

Ensuring a supportive community around you is important. Knowing who to go to for advice and support is helpful in any role, especially during challenging times.

Your role can be difficult in that there may be times of pressure from all directions. You will need to feel an appropriate amount of psychological safety in your role in order to speak out when things are getting too much.

What is Psychological Safety?

Psychological safety, in a work capacity, is all about creating environments in which employees feel accepted and respected. People who feel psychologically safe tend to be more innovative, learn from their mistakes and are motivated to improve their team or organisation. Psychological safety drives effectiveness as it inspires a learning culture beneficial to any individual and the organisation.

The points below may give you some pointers about your own psychological safety:

- Can you take risks by sharing ideas and suggestions without feeling embarrassed or insecure?

- Can you speak out when they are struggling with any aspects of the role without self-doubting or feeling ridiculed?

- Do you feel supported, or do you feel undermined and alone?

Being a manager is highly emotionally demanding – do you fully understand the demands of your work? (if so what are they?) and do you know what you need to maintain your capability of the work and thrive over time?

Workplace coaching

Recognising how pressured the working environment can be, especially in the current climate, for all employees is the first step. It is even more important that we regularly hold effective conversations to 'check in' and consider employees, health and wellbeing as much as their capability and capacity to fulfil their role and responsibilities.

Ask open questions... - show you care about the employee and their needs, ask what you as a manager could do to help them. It is useful to have a set of favourite questions that you can use which will help start the conversation.

Having regular coaching conversations will build stronger and more trusting relationships.

List some names of your mentors, coaches or services that will support you at times of difficulty – you can contact your Learning and Development department if you would like to explore this option:

Name	Role	Telephone	Email

Goodbye – how to manage your people when they leave

It's always disappointing to say goodbye to any valued team member but this is an opportunity for change and seek out specific reasons why the person is leaving.

Exit interviews are the means by which organisations capture this information. When anyone completes an exit questionnaire, there is a need for health and well being questions to be asked, to ensure that people are leaving for the right reasons.

For instance, some factors found to be associated with employee turnover include: job satisfaction, work pressure, flexible work options, appropriate training, experience of violence, abuse or bullying from patients or colleagues, a well-structured team environment, quality of line management and feeling of working in a safe environment.

As such, organisations will want to learn which areas they can develop to stop quality employees from leaving.

For those employees who have come to the end of their working life, there is the opportunity to access courses to support a positive retirement. Participants will be enabled to consider a wide range of retirement related matters including tips on how to make sure assets go to those they choose, they don't pay more tax than is needed, as well as a basic understanding of investment strategies for those in retirement and how to reduce investment risk.

Useful Links

NHS Wales

HEIW - NHS Wales Health and Wellbeing

HEIW Professional Support Unit

Staff benefits and retirement information in Health Boards / Trusts

ESR login for e-learning

The core principles for NHS Wales

A healthier Wales: long term plan for health and social care

Well-being of Future Generations (Wales) Act 2015

Health for Health Professionals

General

Mindfulness Association

Headspace

2 wish upon a star - supporting Sudden Death In Children & Young Adults

Able-futures – mental health at work

EPICC - Enhancing Nurses' and Midwives' Competence in Providing Spiritual Care through Innovative Education and Compassionate Care

CIPD - 6 steps to help your team thrive at work

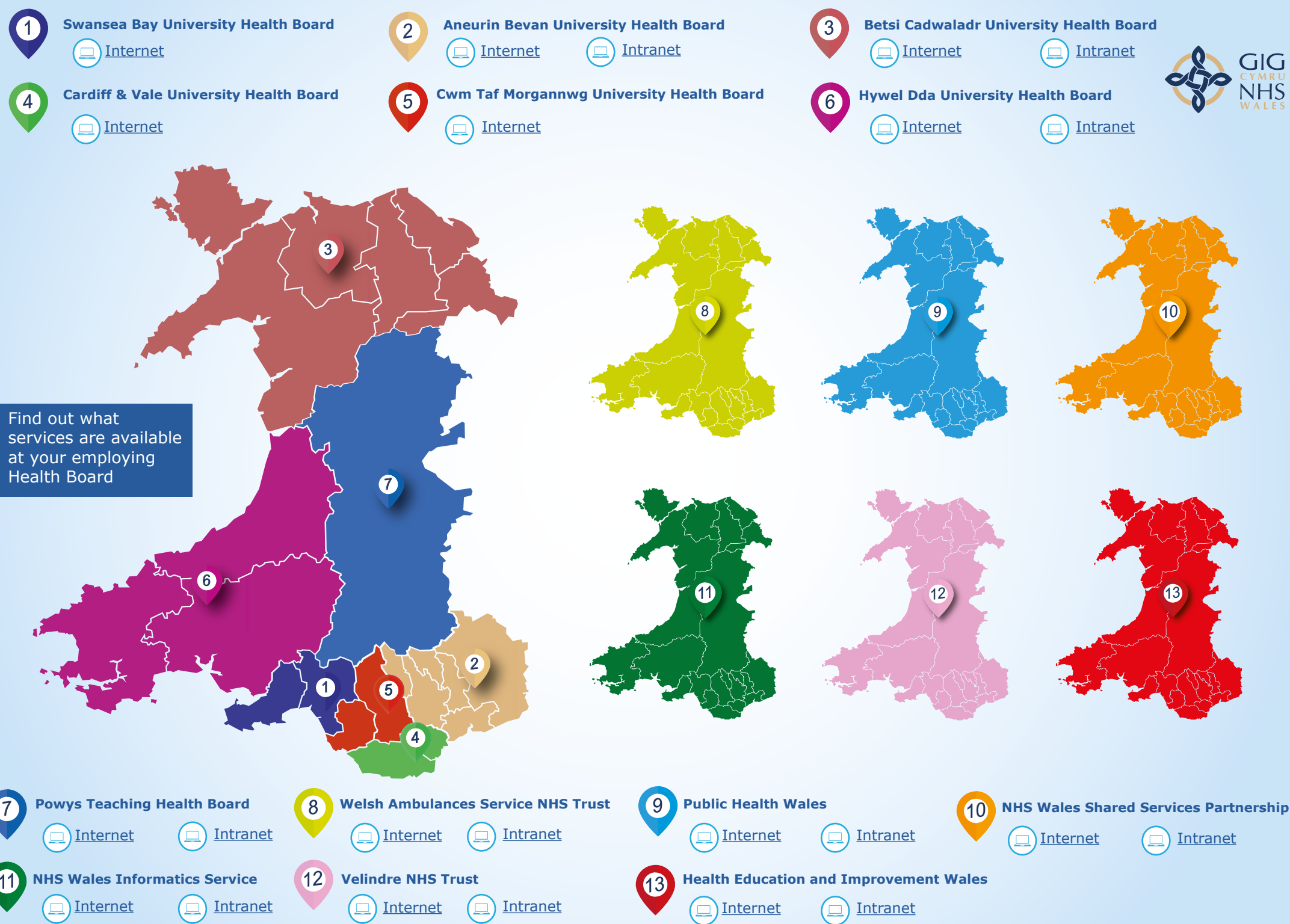NHS Employers - staff retention, experience, health and wellbeing

Supporting colleagues through a traumatic incident

Suggested reading

Thriving at work The Stevenson / Farmer review of mental health and employers

Psychology at work: Improving wellbeing and productivity in the workplace

Introducing our Network

Our Story

Our membership is formed from a range of representatives from NHS organisations in Wales, who have a role and professional interest in health and wellbeing.   Our network follows on from previous wellbeing groups, and we have used this collective knowledge in building supportive relationships with each other to achieve our aims. We are an inclusive, welcoming group whose achievements have been driven by collaboration and an openness to consider a range of views.

If you wish to contact the network please **Email**: healthandwellbeingnetworkevent@wales.nhs.uk

Our purpose and outcomes

The purpose of our group is to:

- Increase peer support for Health and Wellbeing leads.

- Reduce duplication of activities.

- Help increase focus within NHS Wales organisations on developing health and wellbeing (prevent rather than cure).

- Support NHS Wales organisations to more easily achieve their Corporate Health Standards.

- Increase sharing of successes and learning between NHS Wales organisations and beyond.

- Increase access to resources across organisational boundaries.

- Increased collaborative developments and projects across NHS Wales.

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1 Swansea Bay University Health Board
Internet

2 Aneurin Bevan University Health Board
Internet   Intranet

3 Betsi Cadwaladr University Health Board
Internet   Intranet

4 Cardiff & Vale University Health Board
Internet

5 Cwm Taf Morgannwg University Health Board
Internet

6 Hywel Dda University Health Board
Internet   Intranet

GIG CYMRU NHS WALES

Find out what services are available at your employing Health Board

7 Powys Teaching Health Board
Internet   Intranet

8 Welsh Ambulances Service NHS Trust
Internet   Intranet

9 Public Health Wales
Internet   Intranet

10 NHS Wales Shared Services Partnership
Internet   Intranet

11 NHS Wales Informatics Service
Internet   Intranet

12 Velindre NHS Trust
Internet   Intranet

13 Health Education and Improvement Wales
Internet   Intranet

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