

HR 48

Workplace Health and Wellbeing Policy

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Attachments

[Attachment 1](#) sets out the arrangements to support positive mental health in the workplace.

[Attachment 2](#) sets out the arrangements to prevent, recognise, manage and monitor stress.

[Attachment 3](#) sets out the protocol for supporting physical wellbeing in the workplace.

[Attachment 4](#) sets out the protocol to support and manage alcohol and substance misuse and its impact in the workplace.

Appendices

[Appendix 1](#) Management standards for work-related stress

[Appendix 2](#) Physical activity guidelines

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1.0 Policy Statement

The Royal Wolverhampton NHS Trust is committed to supporting employees to sustain good health and high levels of wellbeing in the workplace. Employee health and wellbeing has been shown to have a direct correlation with improved patient satisfaction and outcomes, higher levels of retention and lower rates of sickness absence.

The Trust supports the findings of the Boorman Review (2009). The Trust believes that staff health and wellbeing is crucial to the delivery of high quality, safe patient care, envisaged in the NHS Constitution.

At RWT we recognise that the wellbeing of our employees has a direct impact on the clinical outcomes and the experience of our patients, and we believe that when our staff are feeling well, supported, cared for and are satisfied with their work, the experience of our patients improves.

This policy forms part of the Trust's arrangements to:

- Support the good health of staff;
- Support the wellbeing of staff;
- Support and develop the Trust health and wellbeing approach across RWT;
- Provide guidance to managers to enable them to support staff;
- Provide guidance and signposting to employees to support self-management of their health and wellbeing.

The policy covers specific areas such as Career Wellbeing, Mental and Emotional Wellbeing, Physical Wellbeing, Financial Wellbeing, Community and Social Wellbeing.

It must be read alongside other Trust policies which support employee health and wellbeing, specifically but not exclusively:

- [HR01 Work life balance/Family friendly \(leave policy\)](#)
- [HR05 Equality policy](#)
- [HR06 Dispute Resolution in the Workplace Policy](#)
- [HR13 Supporting and managing staff attendance at work policy](#) – Guidance document – Supporting staff health and wellbeing
- [HR17 Implementation of working time regulations policy](#)
- [HS01 Management of health and safety policy](#)
- [HS32 Smoke free policy](#)
- [OP14 Catering policy.](#)
- [HR04 Menopause in the Workplace Policy](#)

2.0 Definitions

Bullying	To hurt, persecute, or intimidate (a weaker person)
Career Wellbeing	Career Wellbeing recognises that people often spend a large proportion of time at work. To be highly productive our staff would benefit from enjoyable work to which they are fully connected, and which provides positive outcomes.
Community and Social Wellbeing	Community & Social Wellbeing is about how individuals engage within their local community. It is considered that RWT (as a large, acute, community health organisation) has significant links within the community together with aspirations to act as a good corporate citizen. Based on the links substance misuse has within this section, support & guidance surrounding substance misuse will be provided within.
Financial Wellbeing	We recognise that employees with financial worries are more likely to have sleepless nights, not finish their daily tasks and to have troubled relationships with colleagues. There is a clear link between financial and emotional wellbeing.
Mental and Emotional wellbeing	We recognise that enabling our staff to look after their minds is just as important as supporting them to look after their bodies. However, whilst everyone knows, to some extent, how to look after their physical health, many of us are still unaware of how to build a healthy mind.
Physical Wellbeing	We aim to support staff to maintain their physical health and to improve the overall fitness of staff, lessening the risk of health conditions developing.

3.0 Accountabilities

3.1 The Director Sponsor is responsible for policy revisions following changes to legislation or Trust strategies.

3.2 Chief Executive, Chief Operating Officer, Directors, Deputy Chief Operating Officers, Deputy Directors and Divisional Managers are responsible for ensuring the policy is effectively disseminated and applied in their areas of responsibility and for the overarching health and wellbeing of their workforces.

3.3 All managers are responsible for ensuring the policy and its associated protocols are followed in the services they manage, and for ensuring health and wellbeing support is provided fairly and consistently to employees in line with them.

3.4 All staff are responsible for managing their own health and wellbeing in the workplace and for supporting the health and wellbeing of colleagues in line with the policy and associated protocols.

4.0 Policy Detail

4.1 Mental and Emotional Wellbeing

The Trust will promote a positive working environment and mitigate and manage as far as possible risks to mental health. A positive working environment is supported through, amongst other things, an open and supportive culture, clear management and supervision arrangements, supportive working practices, access to awareness raising, training and self-guided learning and practical support.

RWT recognises that work can have a negative effect on mental wellbeing in the form of stress and will ensure that it complies with its duties under the Health and Safety at Work etc. Act 1974, the Management of Health and Safety at Work Regulations 1999 and the Equality Act 2010 by providing a framework to ensure a consistent and effective approach to stress management across the organisation.

[Attachment 1](#) sets out the arrangements to support positive mental health in the workplace.

[Attachment 2](#) sets out the arrangements to prevent, recognise, manage and monitor stress.

4.2 Physical wellbeing

The Trust will support and promote initiatives to encourage staff fitness and physical health, including on site where practical. The Trust recognises the relationship between physical and mental good health and aims to support physical wellbeing by providing opportunities for staff to be more active during the working day and to encourage staff to be more active in their own time.

RWT recognises the particular impact that musculoskeletal (MSK) conditions have on Trust staff attendance and health and wellbeing. The Trust will provide support to aid self-management, prevention of MSK issues and services which provide fast track support to facilitate return to work where absence results from MSK conditions.

[Attachment 3](#) sets out the protocol for supporting physical wellbeing in the workplace.

4.3 Career Wellbeing

In our sector the jobs staff do have a positive impact on patients, either in their safe care, experience, environment or a combination. Our vision and values as an organisation and certainly the positive aspirations of providing safe and effective care as set out in the Trust's strategy 2018 – 2021 provide this overarching common purpose for staff to engage with. It is a key role of leaders and managers to draw links between the objectives of the organisation, safe patient care and the impact of our staff in their delivery. To do this we will:

- Provide a safe working environment, beyond health and safety requirements providing for safe staff space, access to water, food and changing rooms.
- Ensure access to high quality development underpinned by the appraisal process.
- Ensure that an individual has clarity of their job role which will be achieved through the appraisal process and in discussions with line managers.
- Promote and communicate health and wellbeing initiatives available to staff
- Use the continuous quality improvement programme to support staff to make a real contribution to improvements for the benefit of both staff and patients.
- Ensure each team hold regular team meetings with two-way communication on any arising issues
- Recognise staff achievements with the use of the Royal Awards (held annually), the Exceeding Excellence Awards (held monthly), Well Done Wednesday Social Media Campaign, The Thank You Recognition Card, and The Long Service Award.
- Look for opportunities to put in place a wellbeing check or suite of checks for our staff to sensitively and confidentially receive advice in relation to the services and support that may be available.

4.4 Financial Wellbeing

There is a clear link between financial and emotional wellbeing. We understand that by offering support in relation to the financial wellbeing of our employees we are likely in many cases to address the source of sub-optimal levels of emotional wellbeing. To this end we will:

- Provide education and support to staff in relation to financial wellbeing through a dedicated portal;
- Provide access to loans for staff in a cost-effective way to avoid the need for access to pay-day loans wherever possible;
- Signpost to appropriate advice organisations such as the Citizens' Advice Bureau for financial advice and onward referral;
- Develop and promote a range of salary sacrifice benefits for staff allowing them to make the most of their money;
- Ensure that the wellbeing pages content is updated to provide access to a wide range of support and services;
- Promote financial health through wellbeing days, social media and one-off stands;
- Continue to provide 24/7 confidential financial advice via the employee assistance programme;
- Put in place an optional health cash plan to support staff who may be unwell or require treatment.

4.5 Community and Social Wellbeing

Community & Social Wellbeing is about how individuals engage within their local community. It is considered that RWT (as a large, acute, community health organisation) has significant links within the community together with aspirations to act as a good corporate citizen. We are committed to supporting individuals to engage in community activity and will, where service needs permit, enable individuals to work flexibly in support of their community activities.

Much work already takes place, such as working in collaboration with the local university to build and develop opportunities; we work closely with the City of Wolverhampton Council and a Trust charity which also engages along many of the same lines.

We will continue to work closely with the City of Wolverhampton Council to further develop our shared agenda, particularly in the area of employment, recognising our role as the largest employer in the city.

We recognise that our staff socialise together, and this can be an important aspect of workplace wellbeing with many staff having trained locally and worked at the Trust over a number of years. These social ties can support the wellbeing agenda, the Trust is keen to build on this and will support activities that generate a social interest.

The Trust recognises that alcohol and substance dependency is a health issue which it will seek to address, where appropriate, in a supportive and positive way.

[Attachment 4](#) sets out the protocol to support and manage alcohol and substance misuse and its impact in the workplace.

We will ensure all social and community initiatives are:

- Communicated;
- Empowered and recognised Trust-wide;
- Well managed and delivered safely and effectively;
- Adjustments in terms of the Equality Act are recognised ensuring all staff feel able to socialise within the community regardless of their personal protected characteristic

5.0 Financial Risk Assessment

1	Does the implementation of this policy require any additional Capital resources	No
2	Does the implementation revenue resources of this policy require additional revenue resources	No
3	Does the implementation revenue resources of this policy require additional manpower	No
4	Does the implementation of this policy release any manpower costs through a change in practice	No
5	Are there additional staff training costs associated with implementing this policy which cannot be delivered through current training programmes or allocated training times for staff.	No
	Other comments	

6.0 Equality Impact Assessment

An initial equality impact assessment has been carried out and no adverse impact in relation to Personal Protected Characteristics has been found.

7.0 Maintenance

This policy will be reviewed every three years or earlier if warranted by a change in standards or if changes are deemed necessary from internal sources.

8.0 Communication and Training

The Workplace Wellbeing Steering Group will oversee communication and training plans to deliver the policy. This group which includes representatives of Human Resources, the Occupational Health and Wellbeing Service, Health and Safety, Estates, Education and Training and Divisional Directorates will provide training, advice and support to managers as appropriate.

The policy will be underpinned by health and wellbeing intranet pages which will provide guidance, advice, links to self-help sources and access to formal and self-managed training resources.

Managers are responsible for communicating the policy to employees and ensuring access to appropriate health and wellbeing guidance.

9.0 Audit Process

Criterion	Lead	Monitoring method	Frequency	Committee
Health and Wellbeing CQUIN	Director of Operational Human Resources and Organisational Development	Evidence based assessment	Q1 and Q4 annually	People Committee
Organisation stress audit	Director of Operational Human Resources and Organisational Development	Evidence based assessment	Annual	People Committee

10.0 References

- Boorman Review, 2009
- Health and Safety at Work etc. Act 1974

- Management of Health and Safety at Work Regulations 1999
- Equality Act 2010
- NICE guidance 2009, Promoting mental wellbeing at work

11.0 Failure to comply

- Any concerns over deliberate misapplication of this policy, including fraud or bribery in relation to the workplace health and wellbeing policy, should be reported to the Trust's Local Counter Fraud Specialist, and will be investigated under the Trust's Anti-Fraud and Anti-Bribery policy. This may result in the application of disciplinary, civil, regulatory or criminal sanction.

Part A - Document Control

Policy number and Policy version: HR48 V3.0 July 2024	Policy Title Workplace health and wellbeing	Status: Final		Author: Head of OH&WB Director Sponsor: Director of Operational Human Resources and Organisational Development
Version / Amendment History	Version	Date	Author	Reason
	1	Nov 2017	Deputy HR Director	New policy
	2	Nov 2020	Head of OH&WB	Review date
	2.1	Jan. 2023	Head of OH&WB	Inclusion of Appendix 4
	2.2	May 2024	Head of OHWB	Extension
	2.3	July 2024	Head of OHWB	Extension
	3	July 2024	Head of OHWB	Removal of Appendix 4, All links checked for accuracy and if working – all in date
Intended Recipients: All staff and managers.				
Consultation Group / Role Titles and Date: Workplace Wellbeing Steering Group – May 2024				
Name and date of Trust level group where reviewed	Trust Policy Group – August 2024			
Name and date of final approval committee	Trust Management Committee – September 2024			
Date of Policy issue	October 2024			

<p>Review Date and Frequency (standard review frequency is 3 yearly unless otherwise indicated)</p>	<p>August 2027, every 3 years</p>
<p>Training and Dissemination: Information sharing and engagement meetings at manager's meetings, launched via Senior Managers Brief and Divisional Management forums.</p>	
<p>To be read in conjunction with:</p> <p>HS01 Management of Health and Safety</p> <p>HR13 Supporting and Managing Staff Attendance at Work Policy</p> <p>HR18 Appraisal Policy</p> <p>HR19 Performance Capability Policy</p> <p>HR03 Disciplinary Policy</p> <p>HR01 Work life balance/Family friendly (leave policy)</p>	
<p>Initial Equality Impact Assessment (all policies): Completed Yes</p> <p>Impact assessment (as required): Completed NA</p> <p>The screening checklist has been completed. Reasonable efforts have been made to eliminate any possible Equality and Diversity discrimination occurring.</p> <p>If you require this document in an alternative format e.g., larger print please contact Policy Management Officer</p>	
<p>Monitoring arrangements and Committee</p>	<p>People & Operation Workforce Group, People Committee Wellbeing Steering Group - 2024</p>
<p>Document summary/key issues covered.</p> <p>The Royal Wolverhampton NHS Trust is committed to supporting employees to sustain good health and high levels of wellbeing in the workplace. The Trust has demonstrated its commitment to health and wellbeing in the workplace through the award of the Workplace Wellbeing Charter in 2016 and subsequent approval of the Trust health and wellbeing approach at the Workforce & Organisational Development (WODc) Committee in August 2019.</p> <p>This policy forms part of the Trust's arrangements to: promote health and wellbeing; develop the health and wellbeing approach across RWT; provide guidance to managers to enable them to support staff; provide guidance and signposting to employees to support self-management of their health and wellbeing.</p>	
<p>Key words for intranet searching purposes</p>	<p>Workplace Wellbeing</p>

<p>High Risk Policy?</p> <p>Definition:</p> <ul style="list-style-type: none">• Contains information in the public domain that may present additional risk to the public e.g. contains detailed images of means of strangulation.• References to individually identifiable cases.• References to commercially sensitive or confidential systems. <p>If a policy is considered to be high risk it will be the responsibility of the author and director sponsor to ensure it is redacted to the requestee.</p>	<p>No</p>
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Mental and Emotional Wellbeing Protocol

1.0 Protocol Statement

The Royal Wolverhampton NHS Trust is committed to supporting employees to sustain good mental health and high levels of wellbeing in the workplace.

RWT understands that work has an important role in promoting mental wellbeing; it is an important determinant of self-esteem and identity and must provide a sense of fulfilment and opportunities for social interaction.

Promoting the mental wellbeing of employees is beneficial for the organisation in terms of increased staff commitment, job satisfaction, staff retention and performance and reduced staff absence.

The Trust recognises the relationship between good mental health and physical activity.

This document sets out the Trust's approach to supporting employees to achieve and maintain mental wellbeing.

The Trust recognises that work can have negative effects on mental health, particularly in the form of stress. Arrangements to prevent, recognise, manage and monitor stress are set out in [HR48 Attachment 2 stress management protocol](#).

2.0 Accountabilities

- 2.1 The Director Sponsor is responsible for revisions to the protocol following changes to legislation or Trust strategies.
- 2.2 Chief Operating Officers, Directors, Deputy Chief Operating Officers, Directorate Managers and Divisional Managers are responsible for ensuring this protocol is effectively disseminated and applied in their areas of responsibility and for the overarching health and wellbeing of their workforces.
- 2.3 All managers are responsible for ensuring the protocol is followed in the services they manage, and for ensuring health and wellbeing support is provided fairly and consistently to employees in line with it.
- 2.4 All staff are responsible for managing their own health and wellbeing in the workplace and for supporting the health and wellbeing of colleagues in line with the policy and associated protocols.

3.0 Procedure Detail / Actions

- 3.1 RWT seeks to provide information and support to promote employees' mental wellbeing. To achieve these aims the Trust will focus on:
 - Awareness;

- Access;
- Opportunities; and
- Support.

3.2 Awareness

RWT will:

- create an awareness and understanding of mental wellbeing and reduce the potential for discrimination and stigma related to mental health problems;
- promote a culture of participation, equality and fairness based on open communication and inclusion;
- enable managers to assess and monitor mental wellbeing of employees so that improvements can be identified and risks managed, by using staff surveys and management information (such as absence information, staff turnover figures);
- promote the importance for employees of good self-management of mental wellbeing, including identifying concerns and needs in relation to the working environment and referring them appropriately to Occupational Health and Wellbeing.

3.3 Access

RWT will:

- ensure all staff are aware of their legal entitlements regarding quality of life and working conditions;
- ensure that promotion and support for mental wellbeing is available to all staff;
- enable managers to identify and respond to employees' emotional and mental wellbeing concerns and symptoms.

3.4 Opportunities

RWT will:

- provide access to information and services to support self- management of mental wellbeing, including self-referrals to counselling support;
- support flexible working and working arrangements which facilitate work-life balance where services can accommodate them;
- encourage and support staff to be physically active and maintain a healthy lifestyle.

3.5 Support

RWT will:

- provide support to employees experiencing mental health problems or stress through effective management of attendance in line with [HR13 Supporting and Managing Staff Attendance at Work Policy](#);
ensure that managers understand when and how to refer employees to Occupational Health and Wellbeing and other support services, and that employees know what self -referral routes are available;
- provide access to support through the provision of counselling services;
provide access to mental wellbeing and stress management training and resources for managers and staff.

4.0 Equipment Required

Not applicable

5.0 Training

Awareness training on recognising and supporting employee mental health issues will be facilitated through the Education and Training Academy and on-line resources on My Academy.

6.0 References

Promoting mental wellbeing at work (PH22) NICE 2009

HR 48 Attachment 2

Managing Stress Protocol

1.0 Protocol Statement

The Trust is committed to protecting the physical, mental and emotional wellbeing of all employees. The aim of this protocol is to ensure that the Trust complies with its duties under the Health and Safety at Work etc. Act 1974, the Management of Health and Safety at Work Regulations 1999 and the Equality Act 2010 by providing a framework to ensure a consistent and effective approach to stress management is adopted across the organisation.

The Trust recognises that work-related stress may be an issue for all employees within the organisation and acknowledges the importance of working in partnership with staff to identify and reduce workplace stressors.

This protocol aims to:

- raise awareness of the causes of and risks associated with work related stress;
- provide guidance to managers on how to recognise, prevent, manage and monitor work-related stress.

2.0 Accountabilities

2.1 The Director Sponsor is responsible for revisions to the protocol following changes to legislation or Trust strategies. Revisions will be agreed through the Trust's Workforce and Organisational Development Committee.

2.2 Chief Operating Officers, Directors, Deputy Chief Operating Officers, Deputy Directors and Divisional Managers are responsible for ensuring this protocol is effectively disseminated and applied in their areas of responsibility and for the overarching health and wellbeing of their workforces.

2.3 All managers are responsible for ensuring the protocol is followed in the services they manage, and for ensuring health and wellbeing support is provided fairly and consistently to employees in line with it. Managers are responsible for complying with the requirements of the stress protocol, specifically:

- completing a Department or Team Stress Risk Assessment, in consultation with their staff and local health and safety representatives, for their area of responsibility to ensure that work place stressors are identified and appropriate control measures put in place;
- reviewing the Risk Assessment annually or more frequently in light of changes to working practices, environment, roles etc., to ensure controls are suitable and

sufficient; identifying signs of stress and workplace stressors amongst employees, through monitoring appropriate workforce information such as sickness absence reasons, return to work information, performance issues and feedback at team meetings etc.;

- completing Individual Stress Risk Assessments with employees to identify relevant issues where there are signs of work-related stress, ensuring that appropriate action is taken and that referral is made for an occupational health opinion where this is indicated;
- monitoring the effectiveness of stress control measures.

2.4 All employees are responsible for managing their own health and wellbeing in the workplace and for supporting the health and wellbeing of colleagues in line with the stress protocols; specifically employees are responsible for:

- engaging and co-operating with managers in order to reduce or eliminate stressors within the workplace;
- undertaking their work in accordance with training and instruction provided;
- co-operating fully in any risk assessments;
- raising concerns about potential work stressors with their line managers and staff representatives;
- seeking help and advice about any psychological symptoms which are perceived to be work related; this may include self-referral to the Occupational Health and Wellbeing Service for support.

2.5 Local Health and Safety representatives are responsible for:

- working in partnership with management to identify actual and potential work-related stressors and to support the identification and implementation of control measures;
- working with management in the risk assessment process;
- providing feedback information on potential workplace hazards to management.

2.6 The Health and Safety Coordinator is responsible for:

- ensuring that the Trust has an overall approach to stress management which meets HSE and legislative requirements;
- providing guidance, training and support for managers conducting Department and Team Stress Risk Assessments;
- developing and implementing an audit process to monitor and report on levels of compliance with this protocol i.e. that department and team stress risk assessments are in place;
- reporting on risk assessment compliance quarterly to the Health and Safety Steering group and the Quality and Safety Assurance Group and providing an annual review on compliance for the Trust Work Related Stress Risk Assessment.

2.7 The Occupational Health and Wellbeing Service is responsible for:

- supporting Trust wide monitoring of work-related stress through regular reviews of management referrals and other feedback mechanisms, and reporting to the Workforce and Organisational Development Committee on a regular basis;

- providing confidential advice and guidance to managers and employees where there is a work-related impact as a result of stress, including signposting to appropriate training and forms of support;
- providing access to counselling support and referral for employees if required.

2.8 The Deputy Director of Workforce is responsible for:

- Ensuring that an annual review of the Trust Work-Related Stress Risk Assessment is conducted to ensure any controls are suitable, sufficient and appropriately implemented;
- Reporting annually to the Trust Management Committee via the Governance Standards Action Group and Workforce and Organisational Development Committee the key findings of the annual review to assure the Trust Board that work-related stress risks are being managed.

3.0 Protocol Detail / Actions

3.1 This protocol provides a structured approach for managers and employees to prevent, recognise, manage and monitor work-related stress.

3.2 Prevention is key to minimising the impact of work-related stress within RWT. Managers will operate a stress prevention approach to staff management including:

- fostering a positive, supportive work environment where good communication, support and mutual respect is the norm;
- being aware of their responsibilities and the relevant legislation and policies relating to the safety, health and welfare of employees;
- talking to staff members who are or show signs of experiencing stress;
- integrating stress management into on-going managerial supervision.

3.3 The Trust's Management Standards for Work related stress ([Appendix 1](#)) set out key management behaviours which can mitigate the six main factors which lead to work related stress, as defined by the Health and Safety Executive (HSE). Understanding and applying the management standards will help managers to both prevent and recognise work-related stress.

3.4 The Trust will ensure that individual risk assessments are conducted where staff show signs of stress or have episodes of sickness absence as a result of work-related or personal stress (which impacts on work).

3.5 The Trust will ensure that work-related stress risk assessments are conducted at an organisational and local department / team level and that these are reviewed annually to enable the Trust to respond appropriately at a strategic and operational level.

3.6 The Trust is committed to working in partnership with staff and staff-side representatives throughout the stress risk assessment process to ensure that effective control measures are identified and implemented and the risk to employees of work-related stress is reduced.

3.7 The Trust will monitor the effectiveness of this protocol at an organisational level on an annual basis to assure itself of the adequacy of the arrangements it has in place.

3.8 This protocol applies to all employees of the Trust.

4.0 Equipment Required

Not applicable

5.0 Training

Training on risk assessments is provided by the Health and Safety Team.

6.0 References

Promoting mental wellbeing at work (PH22) NICE 2009

Physical Wellbeing Protocol

1.0 Protocol Statement

The Royal Wolverhampton NHS Trust is committed to supporting employees to sustain good physical health and high levels of wellbeing in the workplace.

RWT understands the numerous benefits associated with physical activity and recognises the relationship between physical and mental good health.

The Trust aims to support physical wellbeing by providing opportunities for staff to be more active during the working day, and opportunities to encourage staff to be more active in their own time.

The Trust recognises the importance of appropriate exercise, support and self-management to preventing and reducing the impact of musculoskeletal conditions, which are one of the biggest causes of sickness absence from the workplace.

This document sets out the Trust's approach to supporting employees to achieve and maintain physical health and wellbeing.

2.0 Accountabilities

2.1 The Director Sponsor is responsible for revisions to the protocol following changes to legislation or Trust strategies.

2.2 Chief Operating Officers, Directors, Deputy Chief Operating Officers, Deputy Directors and Divisional Managers are responsible for ensuring this protocol is effectively disseminated and applied in their areas of responsibility and for the overarching health and wellbeing of their workforces.

2.3 All managers are responsible for ensuring the protocol is followed in the services they manage, and for ensuring health and wellbeing support is provided fairly and consistently to employees in line with it.

2.4 All staff are responsible for managing their own health and wellbeing in the workplace and for supporting the health and wellbeing of colleagues in line with the policy and associated protocols.

3.0 Procedure Detail / Actions

3.1 RWT seeks to provide information, support and encouragement so that staff feel able to engage in physical activity as part of the working day and in their own time. To achieve these aims the Trust will focus on:

- Awareness;
- Access;
- Opportunities; and
- Support;

3.2 Awareness

RWT will:

- promote the benefits of physical activity;
- provide employees with information on physical activity which includes signposting and links to further sources of information on the health benefits of physical activity;
- provide employees with signposting information and links to physical activity opportunities, initiatives and events;
- promote the importance of good self-management to maintain a healthy body particularly with regard to back health and musculoskeletal maintenance.

3.3 Access

RWT will:

- promote the use of ‘active travel’ to and from work (such as walking and cycling) which allows for physical activity before and after the working day;
- ensure the provision of, and promotion of information about, appropriate storage and showering facilities, where possible, to support staff who cycle or run to work;
- allow staff to store clothing, shoes etc. in the workplace to enable staff to engage in physical activity before or after work;
- ensure all staff are aware of their entitlement to at least the legal minimum required break periods during the working day, in line with their contracts of employment, and encourage staff to move away from their usual workspace during this time, where possible.

3.4 Opportunities

RWT will:

- encourage staff to take opportunities to be active during the working day, such as standing up and speaking to colleagues instead of emailing (where appropriate), using stairs instead of lifts if able and standing up for at least five minutes every two hours where staff are mainly sedentary;
- encourage and support staff to engage in physical activity events and opportunities provided in and through the workplace;
- support and encourage staff to develop self-organised physical activity initiatives (e.g. running or walking groups, five-a-side competitions etc.).

3.5 Support

RWT will:

- break down barriers to participation for all staff who wish to be active, including those covered by the Equality Act, through the provision of supportive measures where appropriate;

- provide access to advice and support to help people plan how they are going to increase their levels of physical activity;
- provide access to health checks focused on physical activity;
- provide and/or allow access to appointments for physiotherapy to alleviate musculoskeletal (MSK) injuries for a reasonable amount of time during working hours, where possible. Appointments must not impinge on normal business operations wherever possible and must be agreed in advance by line- managers;
- provide self-referral opportunities for physiotherapy and develop rapid access support for MSK injuries.

4.0 Equipment Required

RWT will aim to, where possible, ensure that bike storage facilities and access to showers are pre-requisites to supporting cycling to work.

5.0 Training

To deliver training on how best to support the physical wellbeing of staff members, through HR workshops, band 6/7 forums and OH&WB health promotional work

6.0 References

National guidelines on physical activity levels for adults are set out at [Appendix 2 UK Chief Medical Officers' Physical Activity Guidelines 2019](#)

Alcohol and Substance Misuse Protocol

1.0 Introduction

- 1.1 The Trust is committed to fulfilling its duty of care to both employees and patients.
- 1.2 The Trust has a general duty to ensure the health, safety and welfare of employees and others who may be affected by their activities, as far as is reasonably practicable. Staff are also required to take reasonable care of themselves and others who will be affected by what they do.
- 1.3 The Trust recognises that alcohol and substance dependency is a health issue which it will seek to address, where appropriate, in a supportive and positive way.

2.0 Definitions

Alcohol misuse – defined as any drinking, either intermittent or continual, which interferes with a person’s health and/or social functioning and/or work capability or conduct.

Substance – a substance/drug which alters the way in which the body or mind works. This applies to drugs controlled under the Misuse of Drugs Act 1971, prescribed drugs, over the counter medication and solvents. It also applies to novel psychoactive substances (NPS), sometimes known as ‘legal highs’. (It is acknowledged that nicotine and caffeine are also drugs but these will not be addressed by this protocol.)

Substance misuse – the use of a substance, either intermittent or continual, which interferes with a person’s health and/or social functioning and/or work capability or conduct.

OHWB – Occupational Health and Wellbeing

3.0 Accountabilities

- 3.1 The Director Sponsor is responsible for revisions to the protocol following changes to legislation or Trust strategies. Revisions will be agreed through the Trust’s Workforce and Organisational Development Committee.
- 3.2 Chief Operating Officer, Directors, Deputy Chief Operating Officers, Deputy Directors and Divisional Managers are responsible for ensuring this protocol is effectively disseminated and applied in their areas of responsibility and for the overarching health and wellbeing of their workforces.

- 3.3** All managers are responsible for ensuring the protocol is followed in the services they manage, and for ensuring health and wellbeing support is provided fairly and consistently to employees in line with it.
- 3.4** The Human Resources Department is responsible for supporting the implementation of the protocol including advising and guiding managers.
- 3.5** The Occupational Health and Wellbeing Service is responsible for providing occupational health advice and support in line with the protocol.
- 3.6** All employees are responsible for managing their own health and wellbeing in the workplace, ensuring they are performing their duties safely and effectively and for complying with the alcohol and substance misuse protocol. All employees have a duty of care to report concerns when they suspect a member of staff has an alcohol or substance misuse problem, which may be affecting their work or conduct.
- 4.0 Protocol Purpose and Trust Standards**
- 4.1** The Trust is committed to ensuring the health and safety of its staff, patients and visitors and recognises the risks which may be caused by the misuse of alcohol, drugs or other substances.
- 4.2** The Trust Standards and Behaviour and Conduct outlines that staff are required to be free from the influence of alcohol or abuse of drugs:
- Not to be unfit for work due to the consumption of intoxicating beverages or substances prior to or during duty;
 - Not to consume intoxicating beverages on Trust premises;
 - Not to use or be under the influence of drugs at work through deliberate misuse;
 - Not to be in possession or under the influence of illegal drugs on Trust premises.
- 4.3** It is recognised that alcohol and substance dependency is a health issue and the Trust will ensure that employees experiencing these difficulties have access to appropriate help and support.
- 4.4** It is the intention of the Trust to foster a climate which will encourage individuals experiencing these problems to come forward for help in the knowledge that they will receive support and fair treatment to facilitate the rehabilitation of staff who are experiencing alcohol and substance abuse problems.
- 4.5** This protocol is intended to give managers and staff a clear framework within which to deal with alcohol and substance abuse problems constructively to ensure staff are aware of their responsibilities in relation to their employment, health and safety, and the law.
- 4.6** Under the terms of the Misuse of Drugs Act 1971 certain drugs are illegal and staff using, or in possession of, illegal drugs on Trust premises, may be reported to the police. Similarly with regards to the potential theft or unexplained loss of

medication/drugs from the Trust premises. This does not apply to drugs they have been prescribed.

5.0 Identification of a problem

5.1 There may be obvious signs that a staff member is under the influence of alcohol or other substances, for example they may smell of alcohol, they may be disorientated or unable to carry out normal tasks, or they may have dilated or very constricted pupils.

5.2 In such cases, employers may need to give consideration to immediate action to prevent the staff member putting themselves or others at risk, for example challenging the individual, suspension pending medical assessment etc.

5.3 In many cases there will be no obvious signs of alcohol or substance intoxication, however alcohol and substance misuse problems may become apparent through a number of different means, for example the following (particularly in combination) may result in a problem being suspected:

- Persistent short term absence;
- Unauthorised absence;
- Poor time keeping;
- Reduced/decline in work performance;
- A deterioration in working relationships with colleagues;
- Deterioration in appearance;
- Sudden changes in behaviour;
- Abnormal fluctuations in mood and energy.

However it must be remembered that these factors can have a number of other causes and they can also be symptoms of other problems in the staff member's life, such as depression, stress or relationship problems for example.

5.4 Trust managers and staff need to be aware that alcohol or substance misuse:

- Represents a hazard to the health and safety of patients, staff and visitors;
- Influences the quality of services provided;
- Impairs staff work performance;
- Affects the welfare and wellbeing of employees by impairing their physical and psychological health, thereby contributing to social, economic and domestic problems.

5.5 Staff who suspect, or know, that they have an alcohol or substance misuse problem are encouraged to seek help and treatment voluntarily at the earliest opportunity.

5.6 If a member of staff suspects an alcohol or substance misuse problem in a colleague they must consider:

- Encouraging the person to seek help from support agencies (see [Appendix 3](#));
- Reporting the matter to a manager;
- Raising the concern in line with [HR16 Raising Concerns at Work Policy](#) where the concerns are a qualifying disclosure and being made in the public interest.

- 5.7** Intervention at an early stage may be more effective than later intervention. Enquiring, however, whether a staff member has a problem requires tact and diplomacy.

Prescribed/Over the counter medication

- 5.8** It is not only illegal drugs that can cause problems at work. Legal ones, including prescription drugs and alcohol, can be misused.
- 5.9** It is acknowledged that a number of people have conditions that require medication to help them live a normal life and cannot work without them. However, prescribed or over the counter medicines might also cause impairment to an individual's performance at work.
- 5.10** Individuals must seek advice from their GP or pharmacist on any medication that they are taking. If appropriate, they must be encouraged to discuss any problems with OHWB. Individuals must inform their line manager of any possible side effects of their medication which may affect their duties at work.

6.0 Misconduct (disciplinary issue) or Health concern (capability issue)

- 6.1** This protocol is primarily concerned with on-going alcohol and substance misuse problems which are classed as capability issues, i.e. where the problems impact on the person's ability to do their job (with the matter primarily being considered as a health issue).
- 6.2** There may be cases however where the Trust Standards of Behaviour and Conduct are breached which are required to be managed as a conduct issue and in line with the [Trust's Disciplinary Policy \(HR03\)](#), such as (but not exclusive to) someone reporting for duty clearly under the influence of alcohol or drugs, potential theft or unexplained loss of medication/drugs from the Trust premises. Serious breaches may be regarded as gross misconduct which will lead to dismissal without notice. The individual circumstances and mitigation of each case will be carefully considered in order to identify the most appropriate course of action.
- 6.3** In instances of misconduct where the employee subsequently admits to having an alcohol or substance misuse problem, the support route and disciplinary route may be implemented in tandem.
- 6.4** In addition, staff registered with a professional body are reminded that such conduct may lead to referral to their appropriate registering body.
- 6.5** Where an employee denies that (s)he has an alcohol or substance misuse problem or declines to accept assistance or treatment, the line manager must address the issues in line with the most appropriate policy dependent on whether the issues are a matter of misconduct or poor performance without special consideration being given

to the possible existence of a problem. Despite such a denial, the individual will be offered and given access to appropriate help and support.

7.0 Access to help and support

Self-help / Voluntary self-referral

- 7.1** Staff who have, or think they may have, an alcohol or substance misuse problem must seek advice and support in confidence. This can be from a variety of sources such as their own GP, OHWB, the Trust's Drug and Alcohol Liaison Team, or from a recognised external agency (see [Appendix 3](#) for contact details).
- 7.2** Staff may refer themselves directly to OHWB via the self-referral form. Upon receipt of the completed form OHWB will offer the employee an appointment to see an OH doctor or nurse as soon as possible. OHWB will discuss the problem with the employee, and where appropriate will refer them to their own GP, the Drug and Alcohol Liaison Service or an external agency.
- 7.3** A self-referral will remain confidential between the individual and the OHWB unless otherwise agreed with the individual e.g. if an individual requires OHWB to confirm to the line manager a genuine need for time off for treatment (as part of this OHWB need not disclose the specific reason for the request).
- 7.4** The confidentiality of the individual referred to OHWB will be strictly observed by all those involved. However, if the individual remains at or returns to work, OHWB may need to advise managers about relevant health and safety issues relating to the employee's workplace. In such cases, the OHWBs will seek the individual's consent before information is disclosed.
- 7.5** In some specific circumstances, confidentiality may be compromised and information released without consent, for example if the safety of the staff member or others is believed to be at risk, or if required by law to make a disclosure.

Management referrals

- 7.6** The process for management referrals to OHWB is that the manager must discuss the problem fully with the employee and then make a management referral to OHWB via the management referral form. Upon receipt of the completed form OHWB will contact the employee offering them an appointment with an OH nurse or a doctor as soon as possible. OHWB will discuss the problem with the employee and where appropriate, refer them to their own GP, the Drug and Alcohol Liaison Service or an external agency.
- 7.7** Following the OHWB appointment a management referral report will be provided to the line manager with the employee's consent. Where a programme of treatment has been arranged, OHWB will review the case at appropriate intervals and advise the line manager accordingly.

Treatment

- 7.8** If an employee needs to be absent from work to undergo a programme of treatment, the absence will be regarded as sick leave. Sick pay will be paid in accordance with normal terms and conditions of service, provided the employee's manager has received confirmation from OHWB or a doctor that the employee is participating in a recognised programme of treatment. Where an employee is able to continue working during the treatment period, then reasonable time off with pay will be granted to attend appointments.
- 7.9** OHWB will not carry out a breathalyser test or perform blood tests to assess whether an individual is under the effects of alcohol or has misused legal or illegal drugs, solvents or other substances unless this is part of an agreed treatment plan.

Returning to work

- 7.10** Following a period of treatment involving absence the employee will return to work in his / her existing post, unless in the manager's view this would result in unsatisfactory or unsafe work performance. Then every effort will be made to redeploy the employee with consent into suitable alternative employment in the Trust. Dependent upon the circumstances, this may be for a temporary period. If the consent of the employee cannot be obtained or suitable alternative employment cannot be found there may be no alternative but to consider formal procedures to effect the termination of employment. In all cases, managers must refer to Human Resources for guidance.

Monitoring performance

- 7.11** When the manager has reviewed the situation, the individual has responded to treatment, improved work performance has been maintained and the problem would seem to be resolved, it is essential to continue to monitor the situation and maintain the support given to the individual as relapses can occur. The OHWB report recommending a return to work will include any specific recommendations. OHWB will continue to review the employee as necessary. Managers must continue to monitor the individual's work performance.
- 7.12** It is acknowledged that employees may have relapses during their treatment but, provided the on-going trend in the employee's progress is favourable, relapses will normally be tolerated; however consideration will be given to the circumstances of the relapse and the individual's response.

8.0 Conduct outside work and disqualification from driving

- 8.1** If an employee is cautioned (excluding for speeding), arrested, charged or served with a summons on a criminal charge, whether or not arising out of their employment, they must inform their manager as soon as possible. For more details see Standards of Behaviour and Conduct.
- 8.2** An essential car user, who is disqualified from driving due to alcohol or substance misuse, will be in breach of their contract of employment with the Trust. The

individual's manager supported by HR will meet with the individual to consider suitable alternative employment, which may be at a reduced grade / salary or on reduced hours / pay and will be without protection of earnings. Where suitable alternative employment is not available within the Trust, there may be no alternative but to consider formal procedures to effect the termination of employment.

8.3 In all cases, an employee who is disqualified from driving due to alcohol or substance misuse will remain responsible and liable for all travel between home and normal place(s) of work.

8.4 Under no circumstances will staff who are disqualified from driving due to alcohol or substance misuse, be allowed to transport patients or otherwise drive on behalf of the Trust. Any business travel undertaken by such staff will be reimbursed at public transport rate: the Trust will not pay for the use of a taxi except where this would have been sanctioned under normal circumstances.

9.0 Equipment Required

Not applicable

10.0 Training

10.1 The Human Resources Department will provide advice and support to managers in the application of this protocol as appropriate.

10.2 Information and support is signposted on the Wellbeing intranet pages.

11.0 References

- ACAS, 'Alcohol and drugs policies'
- ACAS, 'Health, work and wellbeing', March 2012
- Health and Safety Executive, 'Don't mix it: a guide for employers on alcohol at work'
- NHS Employers, 'Alcohol and drugs'
- TUC, 'Drugs and alcohol in the workplace: guidance for workplace representatives', May 2010
- Unison, 'Alcohol, drugs and substance abuse'
- Weightmans, 'HR Focus Alcohol and drugs: ill-health or misconduct?', March 2014

Other relevant Trust policies

- [HR03 Disciplinary Policy](#)
- [HR19 Performance Capability Policy](#)
- [HR13 Supporting and Managing Staff Attendance at Work Policy](#)
- [HR16 Raising concerns at work policy.](#)

Management Standards for Work-Related Stress

The HSE has identified six broad factors that can lead to work-related stress if they are not managed properly. These are called the Management Standards:

Demands	Issues like workload, work patterns and the work environment How much say the person has in the way they do their work The encouragement, sponsorship and resources provided by the organisation, line management and colleagues
Relationships	Promoting positive working to avoid conflict and dealing with unacceptable behaviour
Role	Whether people understand their roles within the organisation and whether the organisation ensures that they do not have conflicting roles
Change	How organisational change, large or small, is managed and communicated in the organisation

The Trust has used these 6 factors as the basis for developing the RWT Management Standards for Work-Related Stress, which is detailed below:

Demands Standard

Staff indicate that they are able to cope with the demands of their jobs and feel able to raise concerns when this is not the case. Staff know that their concerns will be listened to and whenever reasonably practicable will be acted upon in a timely manner.

Responsibilities:

- Managers monitor the workload of their teams, ensuring that they take appropriate action to address situations when the team or individuals are experiencing excessive workloads e.g. provision of additional resources, re-prioritisation of tasks etc.;
- Managers allocate staff work that is within their capabilities, unless adequate support mechanisms are put in place e.g. coaching, mentoring, development courses etc.;
- Manager's address staff concerns about their work environment as far as reasonably practicable;
- Staff raise concerns and identify additional support needed to fulfil their job demands

Control Standard

Staff indicate that they are able to have a say about the way they do their work and feel able to raise concerns when this is not the case. In addition staff know that their concerns will be listened to and whenever reasonably practicable will be acted upon in a timely manner.

Responsibilities:

- Effective mechanisms are in place to facilitate the sharing of ideas;
- Managers encourage staff to use their skills and initiative to do their work;
- Where possible, staff are encouraged to develop new skills to help them undertake new and challenging pieces of work;
- Staff are consulted over proposed changes to the way they work or their work patterns.

Support Standard

Staff indicate that they receive adequate information and support from their colleagues and manager and feel able to raise concerns when this is not the case. In addition staff know that their concerns will be listened to and whenever reasonably practicable will be acted upon in a timely manner.

Responsibilities:

- Managers communicate effectively with their staff, ensuring that they are kept informed of what is happening within the organisation:
- Managers promote a 'fair blame' culture within their areas:
- Staff are aware of the Trust policies and procedures relating to provision of support
e.g. Supporting and managing staff attendance, leave policy, dispute resolution policy etc.:
- Staff know what support is available and how and when to access it:
- Staff know how to access the required resources to do their job:
- Staff receive regular and constructive feedback:

Relationships Standard

Staff indicate that they are not subjected to unacceptable behaviours (e.g. bullying at work) and feel able to raise concerns when this is not the case. In addition staff know that their concerns will be listened to and whenever reasonably practicable will be acted upon in a timely manner.

Responsibilities:

- Staff are aware of the Trust policies and procedures relating to prevention or resolution of unacceptable behaviour e.g. raising concerns, dispute resolution etc.;
- Systems are in place to enable and encourage managers to deal with unacceptable behaviour;

- Systems are in place to enable and encourage employees to report unacceptable behaviour;
- Managers provide appropriate support to their staff, accessing specialist advice e.g. Occupational Health and Wellbeing, Human Resources, as appropriate;
- Managers act with integrity and maintain confidentiality, as appropriate.

Role Standard

Staff indicate that they understand their roles and responsibilities and feel able to raise concerns when this is not the case. In addition staff know that their concerns will be listened to and whenever reasonably practicable will be acted upon in a timely manner.

Responsibilities:

- Staff are provided with clarity on what their roles and responsibilities are;
- Staff receive an annual performance review / appraisal in line with the [Trust's Appraisal Policy \(HR18\)](#);
- Staff receive regular and constructive feedback.

Change Standard

Staff indicate that the Trust appropriately engages and consults with them when undergoing an organisational change and feel able to raise concerns when this is not the case. In addition staff know that their concerns will be listened to and whenever reasonably practicable will be acted upon in a timely manner.

Responsibilities:

- A culture of involvement, engagement and consultation is fostered across the organisation;
- Managers implement ways of working that ensure that their staff are appropriately involved and engaged with, and consulted about, changes that affect their work;
- Managers provide staff with timely information to enable them to understand the reasons for proposed changes;
- Managers adequately consult staff about changes and provide opportunities for staff to influence proposals;
- Staff are aware of the probable impact of any changes to their jobs. If necessary staff are given training to support any changes in their jobs;
- Staff are aware of timetables for changes;
- Staff have access to relevant support during changes.

Physical activity guidelines for adults as set out by the Chief Medical Officer (2019)

UK Chief Medical Officers' Physical Activity Guidelines

Physical activity for adults and older adults

- Benefits health
- Improves sleep
- Maintains healthy weight
- Manages stress
- Improves quality of life

Reduces your chance of

- Type II Diabetes -40%
- Cardiovascular disease -35%
- Falls, depression etc. -30%
- Joint and back pain -25%
- Cancers (colon and breast) -20%

Some is good, more is better

Make a start today: it's never too late

Every minute counts

Be active

at least

150

minutes
moderate intensity
per week

increased breathing
able to talk

OR

at least

75

minutes
vigorous intensity
per week

breathing fast
difficultly talking

or a combination of both

to keep muscles, bones and joints strong

Build strength

on at least 2 days a week

Minimise sedentary time

Break up periods of inactivity

For older adults, to reduce the chance of frailty and falls

Improve balance

2 days a week

UK Chief Medical Officers' Physical Activity Guidelines 2019

Individual physical and mental capabilities must be considered when interpreting the guidelines.

For further information: *UK Chief Medical Officers' Physical Activity Guidelines* (2019) ©

HR 48 Appendix 3

Occupational Health and Wellbeing

Service http://intranet.xrwh.nhs.uk/departments/occupational_health.aspx Tel:
01902 695450

Email: rwh-tr.occupationalhealthrwh@nhs.net The Ashes, Building 8, New Cross Hospital

The Drug and Alcohol Liaison

Team http://intranet.xrwh.nhs.uk/departments/drug_and_alcohol_liaison_team.aspx

Tel: 01902 694079 ext 4079

Mobile: 0781 2260 821 / 07985 882 382 / 07824 320 978

Email: rwh-tr.dalt@nhs.net Building C8, New Cross Hospital

The New Cross Hospital Drug and Alcohol Liaison Team is a partnership between RWHT, Birmingham and Solihull Mental Health Trust, Aquarius and NACRO with the overall aim of supporting those using or misusing drugs or alcohol, offering comprehensive assessment, support, referral and treatment...

Other Agencies

Aquarius <http://aquarius.org.uk/contact/wolverhampton/>

Aquarius Wolverhampton works in Partnership with RWNHS Trust, Birmingham and Solihull Mental Health Partnership and NACRO and is known as Recovery Near You

Recovery Near You <http://www.recoverynearyou.org.uk/site/> Tel: 0300 200

2400 (adults)

Tel: 0300 123 3360 (young people)

Wolverhampton Substance Misuse Service 5-9 Pitt Street Wolverhampton
WV3 0NF

Support can be accessed by filling in a referral from which goes to a Single Point of Contact team or by calling in.

Alcoholics Anonymous (West Midlands Area) <http://www.alcoholicsanonymous.org.uk/> Tel:
0800 9177 650

Base 25 <http://youthlink.btik.com/> Tel: 01902 572040

Text 07800 002222

Castle House, Wheelers Fold Wolverhampton WV1
1HN

Offers confidential help, advice and support to young people aged 16-25

Talk to Frank - National Drugs Helpline

www.talktofrank.com Tel: 0800 1236600

A confidential, free telephone information and advice service for anyone who has a drug problem or is concerned about someone who will be using drugs. Can arrange referral to appropriate agencies.

NHS Choices

<http://www.nhs.uk/conditions/Alcohol-misuse/Pages/Introduction.aspx> http://www.nhs.uk/Livewell/drugs/Pages/Drugs_home.aspx

Tel: 0845 46 47

The Samaritans <http://www.samaritans.org/branches/samaritans-wolverhampton>

Tel: 01902 426 422 (local call charges apply)

National telephone: 116 123 (free to call)

54 Newhampton Road West Wolverhampton WV6
0RU