DIGITAL HEALTH AND CARE WALES

Mental Health, Wellbeing and Stress Management Policy

Document Version	V1

Status	Approved

Document author:	Velindre NHS Trust
Approved by:	Velindre NHS Trust
Date approved:	25/04/2018
Review date:	31/03/2022

STRATEGIC OBJECTIVE	Delivering High Quality Digital Services

WELL-BEING OF FUTURE GENERATIONS ACT	A healthier Wales
If more than one standard applies, please list below: A prosperous Wales, A resilient Wales, A more equal Wales, A Wales of cohesive communities, A Wales of vibrant culture and thriving Welsh language, A globally responsible Wales	

DHCW QUALITY STANDARDS	ISO 20000
If more than one standard applies, please list below: ISO 27001, ISO 9001, BS 76000:2015, BS 76005, SDI (Service Desk Institute Standard)	

HEALTH CARE STANDARD	Staying Healthy
If more than one standard applies, please list below: Individual Care, Staff & Resources	

EQUALITY IMPACT ASSESSMENT STATEMENT	Date of submission: 09/04/2018
No, (detail included below as to reasoning)	Outcome: Approved

Statement: Digital Health and Care Wales (DHCW) is committed to ensuring that, as far as is reasonably practicable, the way it provides services to the public and the way it treats its employees reflects their individual needs and does not discriminate against individuals or groups. An Equality Impact Assessment (EQIA) has been undertaken on this policy and the way it operates. The Organisation wanted to know of any possible or actual impact that this policy may have on any groups in respect of gender (including maternity and pregnancy as well as marriage or civil partnership issues) race, disability, sexual orientation, welsh language, religion or belief, gender identity, age or other protected characteristics.

The assessment found that there was no impact to the equality groups mentioned and this policy will have a positive impact on all the 'protected characteristic' groups. Where appropriate, the organisation will make plans for the necessary actions required to minimise any stated impact to ensure that it meets its responsibilities under the equalities and human rights legislation.

APPROVAL/SCRUTINY ROUTE:

Person/Committee/Group who have received or considered this paper prior to this meeting

COMMITTEE OR GROUP	DATE	OUTCOME
Local Partnership Forum	23/03/2021	Approved

IMPACT ASSESSMENT

QUALITY AND SAFETY IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
LEGAL IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
FINANCIAL IMPLICATION/IMPACT	No, there are no specific financial implication related to the activity outlined in this report
WORKFORCE IMPLICATION/IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
SOCIO ECONOMIC IMPLICATION/IMPACT	No. there are no specific socio-economic implications related to the activity outlined in this report

TABLE OF CONTENTS

1   DOCUMENT HISTORY

1. REVISION HISTORY

Date	Version	Author	Revision Summary
25/04/2018	V1	Velindre NHS Trust	Policy Finalised

2. REVIEWERS

This document requires the following reviews:

Date	Version	Name	Position
25/04/2018	V1	Velindre NHS Trust	Host Organisation until 31/03/2021

3. AUTHORISATION

Signing of this document indicates acceptance of its contents.

Author's Name:	Velindre NHS Trust		
Role:	Host Organisation until 31/03/2021		
Signature:		Date:	25/04/2018

Approver's Name:	Velindre NHS Trust		
Role:	Host Organisation until 31/03/2021		
Signature:	N/A	Date:	25/04/2018

4. DOCUMENT LOCATION

Type	Location
Electronic	Integrated Management System

INTERNAL – IF PRINTED THIS BECOMES AN UNCONTROLLED COPY

2   INTRODUCTION

Digital Health Care Wales are committed to encouraging staff to improve their health and wellbeing and recognises that staff act as role models to the community they serve in promoting and preventing ill health. The Organisation believes that it is the joint responsibility of managers and individual employees to work together to encourage healthier lifestyles and life choices and support each other in the work place.

The NHS Wales Health & Wellbeing Charter (see toolkit) was developed in 2014 and outlines how NHS organisations must create a culture of care for all staff and outlines how NHS organisations will achieve this aim by promoting health and wellbeing initiatives and providing access to support mechanisms.

The 'Five Ways to Wellbeing', which are:-
- **Connect** - Make time to connect with friends and family to help enrich your day
- **Keep Learning** - Learning something new can be fun, make you feel good and build your confidence
- **Be active** - Being active makes you feel good. Get moving - dance, sing, step outside
- **Take Notice** - Take time for yourself, notice things around you and savour the moment
- **Give** - Acts of kindness, helping others or even volunteering can make you feel happier

These five ways have been identified through extensive reviews of research as simple actions that will have a positive impact on the day to day sense of wellbeing. There is substantial evidence to support their value in living well and that small changes can make a big difference.

Two new Health and Wellbeing products which have been developed by NHS Wales staff – "Our Wellbeing Matters" and "Managers Wellbeing Matters" signpost staff and managers to information and resources to enable them to make better choices with regards to their own health and wellbeing and that of others, using recognised sources of information and guidance such as 'Mind' and 'Five Ways to Wellbeing'.

The Organisation has a duty to protect the health, safety and welfare of its employees and recognises that staff wellbeing is of the utmost importance and acknowledges the importance of identifying and reducing workplace stressors. However, it is recognised that individuals may suffer from stress that is not caused by, or exacerbated by their work. The Organisation understands the reluctance of staff to report stress impacting on the workplace and will actively encourage them to do so.

'Stress' is defined by the Health and Safety Executive (HSE) as: "the adverse reaction people have to excessive pressure or other types of demand placed on them". However, HSE also makes a clear distinction between stress and pressure, recognising that pressure does not always lead to stress and is often motivational, providing the positive drive to achieve objectives at work.

Work-related stress is, nonetheless, the primary cause of occupational ill health, its physical, behavioural and psychological consequences accounting for around half of all days lost to work-related ill health. It results in decreased productivity and increased human error, with the potential for increased accidents at work. It is also, to some extent, a preventable cause of distress, suffering and, in some extreme cases, morbidity and mortality in the workforce.

Effective stress management, combining preventive measures with support for affected staff, can significantly improve an organisation's performance through improved absence levels, helping it to

achieve its strategic goals. To achieve the best results, the planned interventions need to be supported by efforts at all levels within the organisation.

To deal positively with stress and mental wellbeing in the workplace, we recognise the importance of the following duties and responsibilities of the employer:

- To ensure the working environment is safe and healthy with adequate welfare arrangements insofar as these might affect stress and wellbeing;
- To ensure the health, safety and welfare at work of all employees including secondee's, placements etc;
- To keep under review, the measures taken to ensure the effective management of the health and safety of employees in relation to stress and those activities that could adversely affect the health and safety, including mental health and wellbeing, of themselves and/or others;
- To show a positive and enabling attitude to employees and job applicants with mental health issues;
- To ensure that all staff involved in recruitment and selection are briefed on mental health issues and The Equality Act 2010, and given appropriate interview skills;
- To not make assumptions that a person with a mental health condition will be more vulnerable to workplace stress or take more time off than any other employee or job applicant;
- To provide non-judgemental and proactive support to individual employees who experience mental health issues and
- To ensure all line managers have information, support and training about managing mental health in the workplace.

We also recognise:
- The link between home and the workplace and creating balanced working lives;
- That the causes or contributors of stress may often lie outside the workplace;
- That we have a duty to identify particularly vulnerable groups and have appropriate measures in place for their support;
- The potential negative effects on their work performance that employees on prescribed medication may experience;
- Whilst some people will acknowledge their experience of mental health issues in a frank and open way, others fear that stigma will jeopardise any opportunity to gain employment or development and
- Given appropriate support, the vast majority of people who have experienced mental ill health continue to work successfully as do many with ongoing issues.

The guidance contained within this policy will assist with the identification of measures already in place to tackle stress and identify through risk assessments, areas in need of further development. Both the policy and the guidance will be subject to regular review and will therefore be amended in line with legislation changes.

The Organisation is committed to supporting employees who are experiencing stress and mental health issues, whatever the cause. Providing training and good management at work has benefits that extend beyond the workplace into all areas of life; helping to promote positive mental health.

This policy serves to promote an organisational culture of individual and peer responsibility for the

management of workplace stress, in which stress is not seen as a sign of weakness or a reflection of an employee's ability to perform within their job role, and in which staff feel able to speak freely about stress and seek help or support.

3   POLICY STATEMENT

Digital Health Care Wales places a high value on maintaining a healthy and safe working environment for all its employees and recognises its duty of care extends to their mental health as well as their physical health at work.

Mental health problems have many causes, including stressors both in the workplace and in the lives of employees outside work. A controllable level of pressure may be healthy and can lead to improved motivation, job satisfaction and performance. However, in contrast, harmful, excessive pressure can be damaging by causing stress.

Digital Health Care Wales is committed to identifying sources of stress in the workplace and taking action where reasonable and practicable, to reduce or remove harmful pressure.

It is acknowledged that excessive stress often arises outside the work environment, but that this may then be linked to wellbeing at work.

Digital Health Care Wales seeks to have an organisational culture that is both supportive and empowering; with a management style that reflects this culture.

Staff are also encouraged to take personal responsibility for themselves at work and support others to do the same

4   PURPOSE

This policy is concerned with staff wellbeing and stress arising from the working environment, however it also recognises that an employee's personal life may also lead to stress and support and assistance can be offered to help an employee whatever the cause of their stress, particularly if this has an impact on their ability to work effectively. The Organisation will deliver this policy by:

- Promoting the health, safety and wellbeing of all employees, including the use of risk assessments to identify and manage work related causes of stress [stressors] impacting on the health of employees in the workplace.

- Monitoring absence levels to identify particular sources of work-related stress as a means of taking action to prevent or reduce such sources in the future.

- Implementing strategies and providing support mechanisms to support wellbeing and prevent and manage work related stress e.g. Occupational Health, Employee Assistance Programme (EAP), Corporate Health Standard and Mindful Employer

5   SCOPE

This policy applies to everyone that is employed by Digital Health Care Wales including hosted organisations whilst in the course of their duties including secondee's, placements, temporary staff etc.

6   AIMS

- To raise awareness of the importance of wellbeing in Digital Health Care Wales;
- To promote a healthy and safe environment that fosters a culture of trust, co-operation and mutual respect and within which all staff treat each other with dignity;
- To develop a culture that is supportive and non-judgmental of people with mental health problems;
- To clarify the Organisation's commitment to providing an environment in which employees and managers are proactive in the identification of opportunities to enhance employee well-being and reducing avoidable stressors;
- To outline the responsibilities of Organisation employees regarding their own wellbeing and the wellbeing of others at induction and throughout their employment;
- To help employees recognise the early signs of stress and provide timely, effective and appropriate assistance for employees in managing stress in themselves and in others. In particular, to encourage better individual recognition and management of personal health issues, which are particularly important for the management of mental well-being where "stress" can be a response to a number of factors;
- To recognise the links between mental health and musculoskeletal problems and where appropriate provide advice and assistance;
- To identify the resources available through Digital Health Care Wales to provide help and support to staff

7   OBJECTIVES

- All employees will be treated with respect and dignity and will be provided with information to mechanisms to access support and make informed decisions regarding their options.
- All employees will have the opportunity to attend appropriate staff development events organised by the Organisation.
- Staff in managerial and supervisory roles will be offered appropriate training in good management practices for identifying and dealing with cases of stress and will also be responsible for discharging their responsibilities appropriately under relevant legislation.
- Managers will identify all workplace stressors and conduct risk assessments to eliminate stress or control the risks from stress. These risk assessments will be regularly reviewed.
- The Organisation will provide access to confidential counselling for staff affected by stress caused by either work or external factors through the Employee Assistance Programme (Workplace Options).
- The Organisation will provide adequate resources to enable managers to support the effective management of identified cases of stress in the workplace.
- Cases will be treated with the utmost confidentiality and related documentation and discussions will be subject to the provisions of the Data Protection Act (DPA).

- An employee who discloses that they are suffering from work-related stress will not be disadvantaged in any way and will treated fairly when being considered for any position for which they have the necessary skills and experience and are deemed fit to undertake.

8   ROLES AND RESPONSIBILITIES

Responsibility for the effective management of stress rests at all levels of the organisation: -

8.1 Chief Executive, and Directors of Service.

- Demonstrate their commitment and support to this policy by ensuring that the principles and agreed approaches/interventions for managing work-related stress are implemented;
- Ensure that resources e.g. management time and commitment, are available to ensure that stress management principles and strategies are implemented;
- Ensure that appropriate strategies are in place to assess the risks from workplace stress;
- Receive the recommendations and advice of appropriate groups; and
- Promote Mindful Employer.

8.2   Director of Workforce and Organisational Development

- Monitor the implementation and compliance of this policy;
- Ensure that the Occupational Health Department Service Level Agreement and EAP (SLA) is resourced and capable of providing the appropriate level of support to staff members who are affected by work related stress issues;
- Ensure that training on stress awareness is available to managers and individuals;
- Identify and monitor sickness absence related to psychological problems and report to Workforce & OD committee;
- Ensure that exit interviews are carried out, and that stress-related problems are identified in leavers;
- Support managers when identifying and dealing with stress related cases; and
- Ensure that all employees are aware of the services Occupational Health and EAP provide and how to contact them.

8.3   Heads of Department/Senior Managers

Each Head of Department/Senior Manager is accountable for health and wellbeing in their area of responsibility.

- Ensure, through good communication, that staff are aware of the provisions of this policy including the action everyone can take to minimise the risk of work-related stress and of the support services available to them;
- Ensure stress risk assessments are undertaken within their departments and reviewed and updated on a regular basis and stored appropriately. They will ensure that line managers conduct regular, thorough stress risk assessments when appropriate. Line managers, Workforce & Organisational Development and staff side representatives will work together to examine the stress risks to all staff and in particular during periods of organisational change, role redesign, changing employment conditions and conflict;
- Implement effective stress control measures. Where appropriate, make reasonable adjustments to the physical environment, the workload, task design, and work schedules (on a temporary and/or permanent basis) to alleviate the source of stress for an individual, in

consultation with the line manager, employee, Occupational Health, the Workforce and Organisational Development Department and staff side representatives;

- Where appropriate, take action on sources of pressure that line management have identified as being outside their control;
- Support training and the provision of information for line managers on effective management practice. This should cover the nature of stress and promote responsible stress prevention and rehabilitation after a stress related illness. Other training related to stress prevention will include personal resilience i.e. time management, managing change, dignity at work awareness, communication skills, conflict resolution, etc. will be provided;
- Promote specialist counselling for staff through the Organisation's Employee Assistance Programme (Workplace Options) or Occupational Health if available, regardless of whether the stress is work related or personal;
- Encourage positive attitude to personal health through participation in health promotions; and
- Encourage staff to attend seminars on stress awareness and management that will help staff identify stress in themselves and others, the sources of this pressure and how to effectively manage stress.

8.4   Line Managers

Each line manager is responsible for the day to day prevention and reduction of stressors in their area of work. They are responsible for: -

- Familiarising themselves with this policy and associated documentation;
- Providing information to staff on the 5 ways to wellbeing (see toolkit);
- Supporting employees to develop an individual **Wellness Action Plan** (see toolkit);
- Attending stress management training in good management practice and health and safety;
- Conducting risk assessments to identify individuals, groups of staff or jobs that could be affected by work related stress and act on the results to eliminate, minimise or reduce the risks;
- Implementing recommendations from risk assessments where reasonable and practicable;
- Meeting with their staff on a planned and regular basis to discuss any concerns they may have and to listen to what they have to say. This could be through formal staff appraisals, supervision, team meetings etc.;
- Monitoring workload to ensure that staff are not overloaded in relation to the management standards e.g. control, support, demands;
- Monitoring working hours in accordance with the working time directive and adopt a flexible approach, wherever possible, to work schedules and patterns in order to help avoid conflicts between work and personal lives;
- Monitoring holidays to ensure that staff are taking their full entitlement;
- Ensuring staff are provided with clear and realistic objectives in line with pay progression and the values or the organisation and that performance is managed effectively and fairly;
- Ensuring that staff are fully trained and have the necessary skills to perform their duties;
- Involving staff, and their representatives, in issues which affect them and may change their work or work environment;
- Being vigilant towards staff and take action should they show signs of stress whether it is work related or related to their personal lives;
- Ensuring that bullying and harassment is not tolerated;

- Identifying stress in individual members of staff, and offer advice to reduce stress, using all appropriate Organisation policies (e.g. Managing Attendance at Work Policy, Flexible Working Policy etc.);
- Ensuring that staff have access to the appropriate information in order to help them recognise and manage stress, e.g. advice from Occupational Health and access to the staff Counselling Services and EAP;
- Conducting timely return to work interviews after absence attributed to sickness, and identify any stress-related issues;
- Making reasonable adjustments for staff with mental health conditions as described in the Equality Act 2010 (see Managing Attendance at Work Policy for further information);
- Where appropriate arrange a referral to Occupational Health, which could include counselling, in consultation with the affected individual member of staff; and
- Alert senior management and/or Workforce and Organisational Development to areas of stress that are difficult to resolve.

8.5 Clinical Governance and Risk Management Department

- Provide specialist advice and guidance, on request, to assist with the implementation of this policy; and
- Ensure that this policy is kept up to date in accordance with any changes in legislation and reflecting current best practice, by informing the Workforce and Organisational Development Department.

8.6 Employees.

- Apply ways of wellbeing to maintain health, being aware of their own well-being and seek advice and support when necessary;
- Learn to recognise and act on signs of stress in themselves and others;
- Advise their manager or Workforce and Organisational Development of any work related issues/difficulties that are causing stress, which may affect their health and/or wellbeing, or has the potential to do so, and participate positively in determining solutions. If the stressors have arisen from circumstances outside of work, employees are encouraged, where possible to discuss these with their manager so that appropriate assistance and flexibility can be considered;
- Where possible, take account of the impact of their lifestyle in terms of controlling stressors, e.g. adopting healthy life style habits;
- Co-operate with their manager in the undertaking of any risk assessments and implementing any necessary control/resolution measures;
- Be supportive of colleagues through any difficulties
- Accept opportunities for training when recommended;
- Accept opportunities for counselling if appropriate; and
- Understand that bullying and harassment is unacceptable behaviour and to report any concerns to their line manager or Workforce and Organisational Development.

8.7   Occupational Health Department

- Support individuals who have stress-related problems, whether associated with the workplace, or related to circumstances outside the individual's employment with the Organisation and signpost referrals to appropriate services and training opportunities;
- Provide advice to managers who are supporting employees with stress in relation to adjustments that can be made;
- Provide advice to managers and staff on the causes of stress and on tools and techniques for managing stress;
- Advise managers on risk assessments and propose action plans which includes reasonable adjustments in accordance with the requirements of the Equality Act 2010;
- Recommend self-referral where appropriate to the Employee Wellbeing Service Counsellors, the employee's GP, EAP or specialist agencies as required;
- Assess individuals who have been absent from work because of stress and advise them and their managers on a planned return to work using a rehabilitation plan as appropriate;
- Produce anonymised data on the Occupational Health referrals including percentage of work related stress referrals for consideration by the Organisation's Health and Safety Committee on an annual basis.

8.8   Workforce and Organisational Development Department

- Promote positive cultural change in the organisation;
- Ensure organisational policies, procedures and codes of conduct are accessible to all
- Advise managers and staff on training opportunities and requirements;
- Provide continuing support to managers and individuals in a changing environment and encourage referral to occupational workplace counsellors where appropriate;
- Facilitate discussions within areas of conflict;
- Advise managers regarding adjustments within the workplace to support people with mental ill health;
- Support managers in monitoring sickness and/or absence of individuals;
- Ensure the Health and Well Being support mechanisms / support guides are up to date
- Support with risk assessments; and
- Support actions arising from organisation's surveys.

8.9   Trade Unions and professional organisation's responsibilities

- To work with management colleagues to reduce and prevent stress related illness through support and co-operative working;
- To encourage members to notify managers when the work environment is affecting their health;
- To encourage members to keep written records of stressors so reporting is clear, accurate and timely;
- To investigate any concerns, complaints and potential hazards reported to them; and
- To ensure that representatives are appropriated trained to deal with stress related issues.

9   SUPPORTING STAFF WITH MENTAL HEALTH PROBLEMS

- Promoting wellbeing and tackling the causes of mental health problems will create an environment where staff can feel confident to talk to their manager;
- If mental health problems are suspected or discussed, the first step is to establish honest, open communication with the employee, and maintaining supportive contact if people take time off for sickness absence. It must be recognised that even well-meaning contact can be felt as intrusive or as a stressor by staff;
- How we respond to an employee experiencing a mental health problem is a fundamental test of our organisation's values and of our ethics and integrity;
- Organisation and integrity are key drivers of engagement – employees need to see that the organisation lives by its values; that we do what we say we will in terms of treating people well;
- Standing by people when they experience problems is not only about retaining a valuable staff member – it also sends a message about morality and our corporate values to staff and to the public;
- The organisation will reap benefits in terms of loyalty and commitment from all staff; and
- Everyone's experience of stress is different, so managers will be supported to work with staff to develop an individual **Wellness Action Plan** (see toolkit) which identifies potential triggers and any support the person might want.

10   RESOURCES

With respect to resource implications identified within this policy, much of the policy reflects current arrangements and as such identifies that no additional resources are needed.

11   TRAINING

The policy will be brought to the attention of all new staff at corporate induction and awareness of the policy and its requirements will be included as part of the training to managers and staff in supervisory roles in good management practices for dealing with cases of stress.

12   COMMUNICATION

A copy of this policy is available on the Organisation and hosted organisations Intranet sites and reference to the policy and details of accessing Occupational Health, Employee Assistance Programme and Mindful Employer are published on the Organisation and Divisional/Hosted Organisations Intranet sites.

For staff without access to the intranet, it will be the responsibility of the department manager to provide a current hard copy of the Policy in a prominent location and all employees should assume responsibility to read and understand the relevant sections.

The Organisation Health & Well Being Group, chaired by Directors will progress the implementation

of the policy.

13   IMPLEMENTATION

Implementation of this policy is the responsibility of all employees of the Organisation however line managers and senior managers have a particularly significant role to play in the implementation of this policy. They will be required to actively promote this policy as integral to the requirements of effective people management practice within the Organisation. Line managers must ensure that all staff are aware of, and understand the requirements and expectations of the policy.

14   EQUALITY STATEMENT

The Organisation is committed to ensuring that, as far as is reasonably practicable, the way it

provides services to the public and the way it treat its staff reflects their individual needs and does

not discriminate against individuals or groups, therefore the Organisation has undertaken an

Equality Impact Assessment and received feedback on this policy.

15   AUDIT AND MONITORING

Managers should remain vigilant and consistently monitor their work environment and staff in order to anticipate the potential for work related stress, using the risk assessment process as a guide.

Monitoring of sickness absence trends particularly related to stress will be undertaken by Workforce & Organisational Development.

The Organisation's Health & Safety Committee will assess the implementation and effectiveness of this policy on an annual basis, through the analysis of sickness absence data, compliance information relating to the completion of stress risk assessments, HSE audits and relevant complaints/litigation.

Regular reports on absence statistics and improvement measures to Organisation's WoD Committee and a summary report addressing the above will be presented to the Organisation's Executive Board on an annual basis by Workforce & OD.

16   REVIEW

The policy will be reviewed within three years of implementation or in light of organisational or legislative changes

17   LEGISLATION

In accordance with the Equality Act 2010, it is unlawful for any employer to treat any person having a 'protected characteristic' less favourably than others for a reason that is related to their protected characteristic(s)

- This applies equally to all employees and potential employees;
- The Act recognises nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation;
- The Act protects those with problems due to mental health or stress related issues. A person suffering from mental ill health or stress does not require a clinically diagnosed condition to be covered by the Act. It is sufficient that the condition has a substantial and long-term effect on a person's ability to carry out normal day-to-day activities;
- Under the Health and Safety at Work Act (1974) employers have a general duty, so far as is reasonably practicable, to protect the health (including the mental health) of their employees at work. This includes taking steps to ensure that employees do not suffer stress-related illness as a result of their work;
- Similarly, under the Management of Health and Safety at Work Regulations 1999, employers have a duty to:

  - Assess risks to health and safety;
  - Apply the principles of prevention to protect health and safety;
  - Ensure employees are capable of carrying out their tasks and provide health and safety training;
  - Take extra steps to protect young people;
  - In addition to the common law duty of care, the employer has an implied duty under the contract of employment that all reasonable steps are taken to protect the staff from foreseeable risks that may harm a person physically and / or psychologically.

18   Useful websites and contacts

The Health and Safety Executive has a comprehensive guide to Stress. This information can be accessed online at http://www.hse.gov.uk/stress/index.htm
The International Stress Management Association exists to promote knowledge and best practice in the prevention and reduction of human stress - www.isma.org.uk
www.mind.org.uk for better mental health.
Mindful Employer - **http://www.mindfulemployer.net/support/links-library/**
Organisation Health and Wellbeing pages which include links to Occupational Health pages
Employee Assistance Programme – www.workplaceoptions.com
Documents and toolkit to be read alongside this policy: -

Mindful Employer Charter;
Managing Attendance at Work Policy;
Flexible Working Policy;
Working Time Regulations Policy;

Dignity at Work Process;,
Employment Break Scheme;
Carers Policy;
Smoke Free Policy;
Substance Misuse at Work Policy; and
The Toolkit to Support the Mental Health, Wellbeing and Stress Management Policy.