

Time to Change

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Sponsor: Hazel Wyton, Director of People and OD and Karamjit Singh, Chairman

Trust Board paper F

Executive Summary

Context

1 in 4 British workers are affected by conditions like anxiety, depression and stress every year. Mental ill-health is the leading cause of sickness absence in the UK, costing an average of £1,035 per employee per year.

Ensuring the health and wellbeing of the workforce is a recognized to be important and we have already done much to facilitate this at UHL. Nonetheless mental ill health, i.e. anxiety / stress / depression / other psychiatric illnesses, remains the single most common main reason for sickness absence at UHL and for the period Sept 17 to Aug 18, 39,210 days lost through 903 episodes of absence (for Sept 16 to Aug 18 34,691 days lost through 816 episodes). This does not include staff who do not take sick leave due to a mental health condition.

On 14 September 2017, Mr Karamjit Singh, Chairman and Mr John Adler, Chief Executive signed the Time to Change (TTC) pledge at the Trust Board.

Time to Change is run by charities Mind and Rethink Mental illness, and its aim is to change how we all think and act about mental health through:

- Improving public attitudes and behavior towards people with mental health problems.
- Reduce the amount of discrimination that people with mental health problems report in their personal relationships, their social lives and at work.
- Make sure even more people with mental health problems can take action to challenge stigma and discrimination (including in the workplace)
- Create a sustainable campaign that will continue long into the future.

In the last year we've shared Professor Green's story with the Trust Board and across UHL, held awareness events including TTC coffee mornings, promoted stress and mental health through the Health and Wellbeing steering group and monthly topics, increased the number of TTC champions to 77 throughout UHL.

During October and November feedback was sought from the TTC champions to inform the 2019 plan, gain their ideas and real stories to share and gain senior level buy in.

Questions

1. What is the progress on implementing and embedding TTC at UHL?
2. How can we learn from staff stories?
3. What further support can the Trust Board provide to embed 'Time to Change' at UHL?

Conclusion

1. Since signing the pledge on 14 September 2017, a number of actions have been taken to implement and embed Time to Change at UHL:
 - **UHL Pledge** – signed by the Chief Exec and Chairman on 14 September 2017, and supported by the Executive Team, and launched TTC at the Leadership Conference on 25 September 2017
 - **Personal Pledges** – staff encouraged to make their personal.
 - **Champions** - 77 'Time To Change Champions' have put themselves forward to help make mental health a normal topic of conversation at UHL
 - **Case Studies** – asking staff to share their stories and experiences about dealing with mental health. 11 stories have been shared through INsite
 - **Staff Support** - Reasonable Adjustments Guide, Emotional Resilience Training, Wellbeing at Work, Amica, Occupational Health, introduction of Wellness Action Plans, IAPT and Health and Wellbeing Training for managers etc.
 - **Policies and Procedures** - Ensuring the Equality Act is reflected in key policies (sickness and stress management), Health and Wellbeing Strategy
 - **Communications** – promoting Time to Change through the Chief Executives briefing, Leadership Conference, Social Media, INsite, TTC Champions, Newsletters, Board / Management Meetings
 - **Implementation and Embedding** – Engagement with TTC Champions, Posters, Time to Talk Coffee Morning 1 February 2018, Sharing a staff story with the Trust Board, April Mental Health Month, September Stress Awareness Month, Resources on INsite etc.
 - **TTC Meetings**-Held quarterly, sharing good news stories and establishing ways in which we can push the TTC agenda further and embed into our culture.
 - **TTC Coffee Mornings**- held monthly in CMGs to encourage open discussions around mental health
 - **Bespoke Sessions** for teams in UHL supporting mental health and wellbeing
 - **Identification of priority actions** – undertaken through a LIA with the Chairman to agree Year 2 priorities

2. Debbie Waters, General Manager is sharing her story with the Trust Board as a senior manager of the Trust, and further stories are available on INsite. Small changes can make a huge difference to keeping staff well and at work; asking “are you ok?”, making time to listen, adjustments to roles or hours etc.

The newly developed Leadership Programme to include Health and Wellbeing training with specific facilitation around supporting staff with mental ill health.

3. Support from the Trust Board is sought in the following areas:
 - Time To Change is securely embedded into the culture @ UHL
 - Share your experience of mental health? (as a manager / leader or how you manage it in yourself?)
 - Having supportive and open conversations between managers and colleagues around mental health
 - What can you do to make mental health a normal topic of conversation?
 - Executive/Senior Leadership level champions?
 - Executive champion attending the annual champions meeting to support the cause and unblock the way?
 - Executive TTC Sponsors? (if staff experience blockers to the TTC agenda)
 - Executive Mental Health First Aiders
 - Pledge time

- Mandate CMG's increase the number of TTC Champions
- Give equal weighting to physical and mental health

Input Sought

The Trust Board is asked to support TTC through their individual actions and supporting TTC Champions in the actions they have identified to implement and embed TTC at UHL.

For Reference

Edit as appropriate:

1. The following **objectives** were considered when preparing this report:

Safe, high quality, patient centred healthcare	[Yes]
Effective, integrated emergency care	[Yes]
Consistently meeting national access standards	[Yes]
Integrated care in partnership with others	[Yes]
Enhanced delivery in research, innovation & ed'	[Yes]
A caring, professional, engaged workforce	[Yes]
Clinically sustainable services with excellent facilities	[Yes]
Financially sustainable NHS organisation	[Yes]
Enabled by excellent IM&T	[Not applicable]

2. This matter relates to the following **governance** initiatives:

a. Organisational Risk Register [Not applicable]

If YES please give details of risk ID, risk title and current / target risk ratings.

Datix Risk ID	Operational Risk Title(s) – add new line for each operational risk	Current Rating	Target Rating	CMG
XXXX	There is a risk ...			XX

If NO, why not? Eg. Current Risk Rating is LOW

Staffing is on the CMG risk registers, and failure to appropriately support staff results in a loss of productivity and working time.

b. Board Assurance Framework [Not applicable]

If YES please give details of risk No., risk title and current / target risk ratings.

Principal Risk	Principal Risk Title	Current Rating	Target Rating
No.	There is a risk ...		

3. Related **Patient and Public Involvement** actions taken, or to be taken: [Insert here]

4. Results of any **Equality Impact Assessment**, relating to this matter: Legislative requirement of the Equality Act 2010 and duty to make reasonable adjustments to support workers.

5. Scheduled date for the **next paper** on this topic: [06/02/2020]

6. Executive Summaries should not exceed **4 sides** [My paper comply]

7. Papers should not exceed **7 sides**. [My paper does not comply]



'Time To Change' Trust Board Presentation 7 February 2019



hello my name is...
☺

Becky Ballinger
Kalwant Khaira
Debbie Waters

The Journey So Far.....





What is Time To Change?

- Is a national initiative run by the charities Mind and Rethink Mental Illness.
- It's aim is to change how we think and act about mental health. Tackling this can make a real difference to sickness absence rates, presenteeism levels, staff wellbeing and productivity, and retention.
- TTC is underpinned by 7 key principles that we as an organisation signed up to:
 - Senior level buy in and accountability
 - Recruiting employee champions
 - Raising awareness about mental health
 - Ensuring our policies and procedures address mental health problems in the workplace
 - Sharing experiences of mental health problems (case studies)
 - Equipping line managers to have conversations about mental health
 - Providing information and support for staff





Looking after the mental health of our workforce makes business sense

- We lost 39,210 days / 903 episodes due to sick leave (*Sept 17 – Aug 18*)
- Tackling mental health and the stigma attached to it can make a real difference to sickness absence rates, presenteeism levels, staff wellbeing and productivity, and retention.
- Improved patient care
- Keeping staff well and at work
- Financial savings
- CQUIN - Improvement of health and wellbeing of NHS staff
- Since signing the Time to Change Employer Pledge, 95% of employers said it had a positive impact on their organisation

Nurse's story – suffering from depression and GP wished to sign off sick. Through discussion with their manager the nurse remained at work with changes to off duty and additional support



What we've done so far

- **UHL Pledge** – signed by the Chief Exec and Chairman on 14 September 2017, and supported by the Executive Team, and launched TTC at the Leadership Conference on 25 September 2017
- **Personal Pledges** – staff encouraged to make their personal.
- **Champions** - 75 'Time To Change Champions' have put themselves forward to help make mental health a normal topic of conversation at UHL
- **Case Studies** – asking staff to share their stories and experiences about dealing with mental health. 11 stories have been shared through INsite
- **Staff Support** - Reasonable Adjustments Guide, Emotional Resilience Training, Wellbeing at Work, Amica, Occupational Health, introduction of Wellness Action Plans, IAPT and Health and Wellbeing Training for managers etc.
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Wellness Action Plans

Support your team and yourself with Wellness Action Plans

- Wellness Action Plans (WAPs) are an easy, practical way of helping you to support your own mental health at work, and if you are a manager, helping you to support the mental health of your team members.
- Everyone can complete a WAP, you don't need to have a mental health problem in order to feel the benefits. It just means that you already have practical steps in place to ensure you are supported when you aren't feeling great.
- There are two guides available, both with a WAP template which you can fill in electronically:
 1. **Guide for line managers** is for managers or supervisors who are interested in introducing WAPs to their team members
 2. **Guide for employees** is for any member of staff who would like to try a WAP for themselves and introduce the idea of using WAPs to their manager or supervisor
- We have presented to the Head of Ops Senior Leadership Team, about the importance of using the WAP plans and TTC
- Managers have trialled in their areas with positive feedback from staff. Eg.
 - CCU aligning to appraisals
 - Medical Records and Phlebotomy aligning to Stress Risk Assessments
- Staff attending the Health and Wellbeing sessions have been really impressed with the tool
- TTC Champions have shared in their areas and used with really good feedback

Wellness Action Plans: Examples

What helps you stay mentally healthy at work?

'having a lunch break without interruptions by the phone or colleagues- a designated lunch break time would be very helpful'

What can a manager do to support your mental health at work?

'flexibility and work/ life balance- allowing me to attend appts'

Are there any early warning signs we may notice?

'Negativity is a huge thing for me, I am usually very positive, but when anxious I see things differently-I'm not so resilient'

What support could be put into place to minimise triggers?

Feeling as though I can be open and frank in how I'm feeling. Give me time to gather my thoughts, perhaps increase time for support, face to face contact and know that I'm not feeling well'

If we notice early warning signs, what should we do?

'I would certainly appreciate someone talking to me discretely if they noticed my mood dipping, consider my workload, but most importantly Talk to me!!'



Executive Pledges

- *“I am proud of what our nursing and midwifery workforce do on a daily basis often in difficult and challenging situations. We need to do everything we can to recognise when colleagues are in need of support and to make our working environment one where staff can talk openly about their issues with each other and can get the help they need”*

Eleanor Meldrum- Assistant Chief Nurse

- *“Many people feel unable to speak about experiencing mental health problems due to the fear of being embarrassed or ashamed. This is due to the stigma attached and a lack of knowledge on the subject. We need our workforce to understand mental health conditions and be aware of the impact that words and actions can have on individuals dealing with mental health problems to create a supportive and safe environment for everyone.”*

Hazel Wyton- Director of People and Organisational Development

- *“I pledge that mental health issues will continue to have a high priority within the Trust, and I will do all I can personally to keep it that way”.*

John Adler- Chief Executive

- *“I pledge that mental health issues will be fully considered when we change and reconfigure our hospital services”*

Paul Traynor- Chief Financial Officer

- *“I will do all I can to ensure that mental health issues are given a high priority across all areas of my responsibility”*

Darryn Kerr-Director of Estates and Facilities





Executive Pledges

To play my part to the best of my ability in ending the stigma associated with mental health by observing the Trust value, "We treat people how we would like to be treated".

Stephen Ward-Director of Corporate and Legal Affairs

'Many people have mental illness, and in our families and communities we will know and care for people who live with the range of mental conditions from a lack of mental wellbeing as a normal response to life events, through to severe mental illness. This variation is as normal in mental health as it is in physical health.'

Vicky Bailey-Non-Exec Director

'Having served 39 years in the Army, I am acutely aware of the importance of good mental health. I fully support the Trust's well-being at work initiatives to promote good physical and mental health amongst the workforce.'

Ian Crowe-Non-Exec Director

'I am delighted to support your extremely important initiative, that addresses a really important aspect of all of our lives – that often fails to get the attention it deserves. I am very happy to pledge to support Time to Change and to work to increase the consideration of mental health issues across all components of the Trust.'

Philip Baker-Non Exec Director



The Vision- Year Two Plans @ UHL

- Time To Change is securely embedded into the culture @ UHL
- Stigma is a thing of the past here at UHL with information and resources freely available on INsite
- Supportive and open conversations between managers and colleagues around mental health
- Executive/Senior Leadership level champions
- Executive champion attending a annual champions meeting to support the cause and unblock the way
- Annual updates to Executive Strategy Board
- Increase the number of TTC Champions at UHL
- Mental Health First Aiders at UHL (including senior leaders)
- Equal support for mental and physical health
- Supporting staff to stay well at work
- Training for line managers on mental health

***'By fostering a mentally healthy workplace culture and putting in place the right support, businesses small and large, find that they are able to achieve peak performance.'* Paul Farmer CEO MIND**



Debbie Waters Story

Debbie Waters, General Manager for Outpatients, Phlebotomy and Booking Centre, Leicester Royal Infirmary

"I have suffered from mental health issues for over 13 years. I suffered a severe mental health crisis in 2004 which led to me being off work for a few months. I went from being a competent in control adult to a complete wreck overnight.

"There was and still is a stigma attached to someone suffering mental health problems and I personally was made to feel embarrassed and a fraud at times as I wasn't able to articulate exactly what I was going through and didn't feel supported enough to do so.

"I had fantastic support from the mental health crisis team and my GP at the time but very little support from within UHL other than a couple of close colleagues who helped me to see that I wasn't a failure and I wasn't weak.

"When I got to see Occupational Health they were brilliant and put me in touch with a fantastic private counsellor that I saw every week for over a year until my issues were more under control and I can't thank them enough for that. I am still on medication and probably always will be but now feel more in control of my issues and I have learnt a lot about understanding my triggers and how I can help myself.

"Suffering from mental ill health you feel as though you go through the process of grieving for the person you were before. Firstly you don't believe that you are mentally ill, then once you have your head around that you go through the 'why me' stage of why you have been chosen to be ill. After that you come to accept it and only then can you move forward with your recovery and future management.

"There are also times when you think you know better, I had a period where I stopped my medication because I felt better and then suffered a bad relapse which put me right back at the start of my recovery.

"My advice to others is not to suffer in silence and don't try and manage by yourself; there is help out there you just need to ask. I can't stand the thought that anyone should have to go through such a crisis without having someone to turn to in times of need.

"I want people to know that they are not alone; they can get better and can lead relatively normal lives with a bit of adjustment. Getting the right support and understanding from your workplace and managers is one of the most important aspects of letting people live a normal life."

"I believe that all managers in the Trust should be trained in managing staff with mental health issues and more people need to speak out to make talking about mental health normal. If you were a diabetic and had to take insulin for life, you get support and understanding, we need that for people suffering with mental health issues, there is no difference!"





Trust Board Support with the TTC Year Two Plans @ UHL

- What can you do to embed TTC?

- Time To Change is securely embedded into the culture @ UHL
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Any Questions?

