



Collaborating to improve Mental Health and Wellbeing

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Health and Wellbeing Matters

- **Health and wellbeing is an important factor in:**
 - **Staff Engagement**
 - **Job Satisfaction**
 - **Performance and Productivity**
- **Collaboration:**
 - **Association of Ambulance Chief Executives (AACE)**
 - **Ambulance Employers**
 - **Trade Unions (GMB; UNISON; UNITE; RCN)**
 - **NHS Employers**
 - **Other stakeholders**
- **To improve the mental health and wellbeing of our staff through developing healthy and supportive working environments.**



Health and Wellbeing - What We Do Well

- **We already do a lot well:**
 - **Comprehensive Occupational Health and Employee Assistance Programmes**
 - **Staff Support Programmes, Networks and Chaplaincy**
 - **Peer Support**
 - **TRiM**
 - **Counselling and Specialist Therapies**
 - **MSK and Physiotherapy Interventions**
 - **Preventative education (M&H; CRT; MH)**
 - **Preventative vaccination programmes (Flu)**
 - **Health Promotion Information to support healthy lifestyles**



Governance

Association of Ambulance Chief Executives

Human Resource Directors
National Ambulance Strategic Partnership Forum

Mental Health and Wellbeing of the Ambulance Service Workforce

Outputs

Work streams providing:

- Research / evidence informing best practice
- Actions / interventions that can be taken
- Support available and where from

Evaluation / measures of success

Blue print for Chief Executive Officers / Human Resource Directors to implement locally





Today's Session

- **Importance of leadership and management in the development of healthy and supportive working environments.**
- **Evidence base supporting leadership and managerial behaviours which are crucial for promoting and preventing ill health.**
- **Your contributions in supporting the development of our 'Leading Healthy Workplace' programme.**



Demands - Ambulance services



Paramedics take 40,000 days off sick with stress as strain on NHS takes toll

Pressures of the job and dealing with trauma bring rise in mental health issues for 999 workers

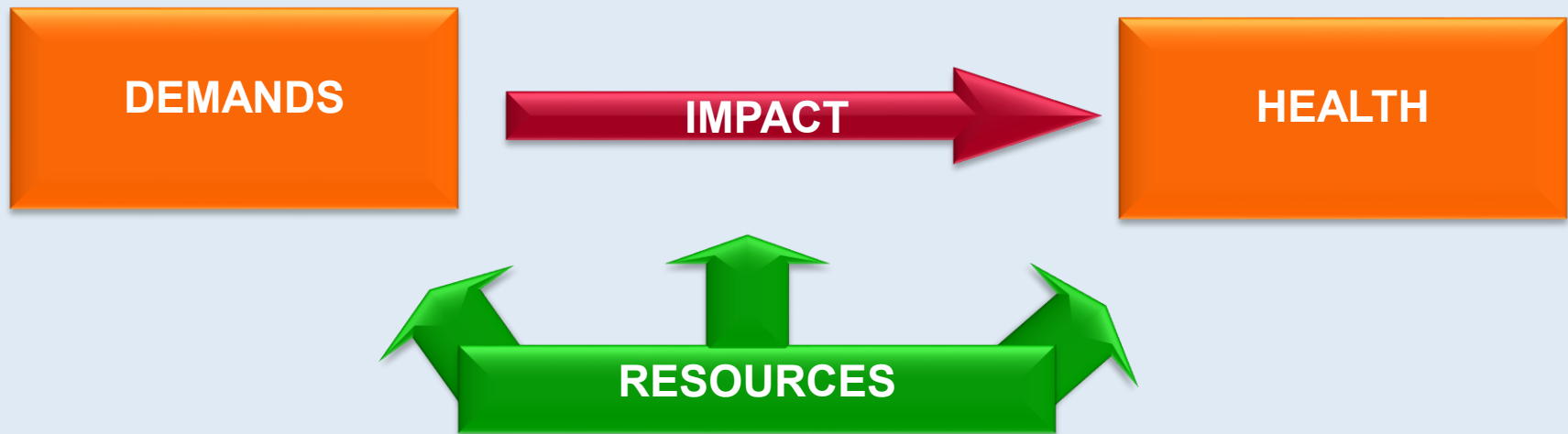


New figures show soaring NHS stress leave, and 15 days sickness a year

The amount of 'stress leave' recorded by the NHS has risen by 37 per cent in three years, new figures show, and the average worker takes 15 days off sick



Architecture of health



Personal/Psychological Physical Social Organisational

Psychologically healthy organisations require - reduction/prevention of negative aspects as well as presence/promotion of positive aspects



Sources of support I

- How much help and support is available from:

LINE MANAGER

WORK COLLEAGUES

FAMILY & FRIENDS

1	2	3	4	5
None	A Little	Some	Quite A Lot	A Great Deal



Sources of support II

SOURCES OF SUPPORT

	<i>Mean</i>
Family & Friends	4.13
Work Colleagues	3.67
Line Manager	2.83

Mean score: 1 = none at all, 2 = a little, 3 = some, 4 = quite a lot, 5 = a great deal



Dosage impact of supportive leadership



LOW MEDIUM HIGH



LOW HIGH



Leaders make a big difference ...

<i>N>20K</i>	<i>Avg.</i>
Home Work Conflict	3.66
Change & Communication	3.58
Job/Role Conflict	3.40
Supportive Colleagues	3.30
Equipment Issues	3.27
Demands – Decision Latitude	3.24
Unrealistic Expectations	3.23

**... to the way staff
view their work**

*“My senior
manager...is excellent
at his job. Extremely
supportive and
always on hand to
help.”*



Leaders make a big difference ...

N>20K	Avg.
Job Satisfaction	4.45
Organisational Commitment	5.38
Work Engagement	4.46
Stress Symptoms	3.23
Traumatic Stress	0.97
Quitting Intentions	3.95
Burnout/Exhaustion	4.00
Patient Care Confidence	5.71

... to staff health and well-being

“My manager has helped me to deal and cope with various pressures. I feel valued and it’s good to know you’re not alone.”



Leaders make a big difference ...

<i>N>20K</i>	<i>Avg.</i>
Blame & Fear	3.71
Quality & Learning	3.34
Authoritarian	3.14
Affiliation & Team Work	3.08
Innovation & Change	2.69
Capability Building	2.67
Shared Vision & Identity	2.56
Consensus	2.42

... to the way staff experience culture

"I love working for this Trust, where I work, everyone looks out for each other. My supervisor is brilliant."



Leaders make a big difference ...

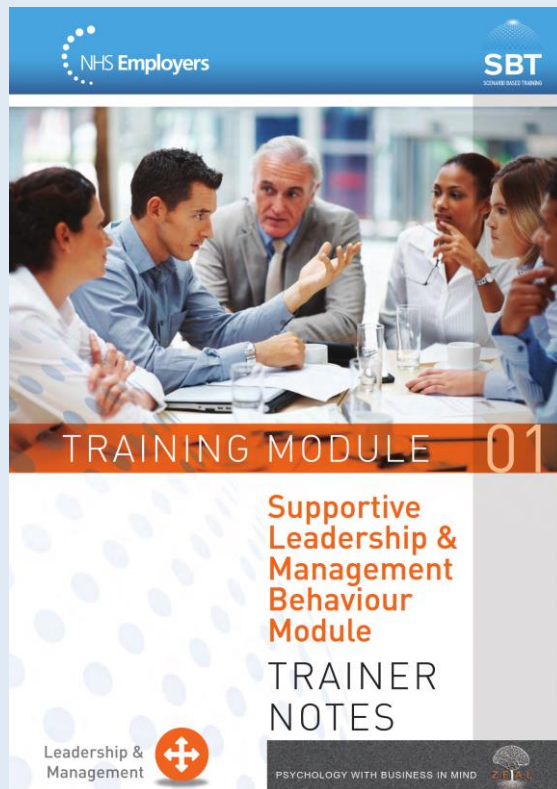
...to the way staff cope/respond to experience



Higher levels of supportive leadership - reduction in the strength of the negative relationship between overload and work engagement



Leadership programme



- Train the trainer / facilitated
- Modular and practical
- Articles, screencasts & workbooks
- Diagnostics
- Impact evaluated



Video scenarios

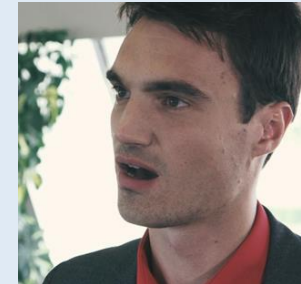
Verbal Abuse



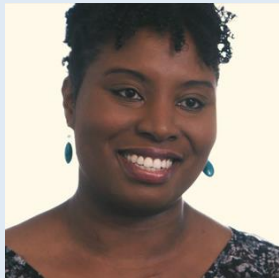
Physical Abuse



Difficult Situations



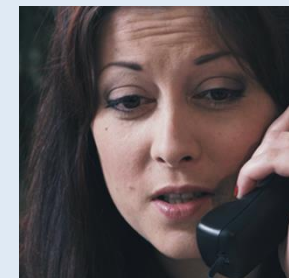
Short Term Absence



Long Term Absence



Managing Change





Developing the programme

- **What situations do you find most challenging in terms of leadership?**
- **If any, what situations have a greater negative/positive impact emotionally?**
- **In your view, what prevents you from managing/leading the way you want to?**
- **What enables you to manage/lead the way you want to?**
- **If any, what resources (e.g. tools, advice, guidance, etc.) do you need to support you when leading/managing your staff?**



Involvement and Participation

- Thanks for your participation – feedback will support development of our ‘Leading Healthy Workplace Programme’ for the Ambulance Service.
- Any colleagues who wish to engage in any of the work streams please contact kerry.gulliver@emas.nhs.uk; a.lofthouse@unison.co.uk