



Cheshire and Wirral Partnership



NHS Foundation Trust

# Stress prevention in an NHS Mental Health FT: the CWP experience

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# Presentation will cover:

- Who are we?;
- Background to stress related work;
- What have we done?
- What have we achieved – thus far...?

# Who are we?

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# Who are we? (1):

- 1 of 73 NHS Mental Health trusts in England;
- NHS provider organisation (contracts);
- 1<sup>st</sup> MHT to become Foundation Trust in NW (2007);
- Services provided:
  - Adult mental health;
  - Learning disabilities;
  - Drugs and alcohol;
  - Child adolescent mental health;

## Who are we? (2):

- History of 'excellent' external assessments;
- £115M budget / 70+ service points;
- Employ 2600 people, incl:
  - 1000 clinicians
  - 900 nurses
  - 225 team / line managers
- Staff turnover 7.8% / sickness 4.5%;
- Keen to reflect values in behaviours;

## Who are we? (3):

Mental health workforce is:

- Increasingly professionally skilled;
- Highly regulated;
- Conditioned to national terms & conditions of employment (incl. pay levels);
- Under pressure;
- Dealing with vulnerable people / challenging stigma of mental ill health on a daily basis.

# Background to stress prevention work

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# Background:

- ‘Exemplar employer’ ambition (incl staff side);
- Service effectiveness – in 2005, high levels of internal stress related absence (27%);
- HSE improvement notice issued to NHS organisation;
- Desire to develop effective models (income generator potential);
- Boorman report, 2009;
- ‘We are a MH Trust, you know...’ influencers.



# What have we done?

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# What have we done? - timeline:

- 2004: 'Mindful employer' charter signatory;
- 2005 – 2007: HSE 'management standards' project / action plan;
- 2009: Review of impact of previous work / new action plan;
- 2009: 'Count me in' census;
- 2010: Adopt 'hotspots' management approach;

# What have we done?

## – actions (1):

- Secured ownership at Board and managerial levels;
- Adopted ‘action planning’ approach;
- Routinely monitored ‘action plan’ progress;
- Communicated sharp focus on ‘attendance mgt’ – monthly reports;
- Continued to meet / work closely with staff side;
- Increasingly balanced ‘trust wide’ approach with ‘hotspots’;

# What have we done?

## – actions (2):

- Moved from trust wide to business unit targets;
- Increased investment in OH and Staff Support;
- Seek 'top down' V 'bottom up' balance:
  - Management training programme;
  - 'Well being' pool;
  - Joint individual case mgt;
  - Policy / 'good practice' review with staff side;

# What have we done? – culture:

- Not assume we know it all;
- Work with / absorb ideas from partners;
- Learn that ‘no concerted attention = no progress’;
- Tried different things;
- Stick with action planning / monitoring;
- Seek to press ‘showing an interest’ approach in managerial behaviours;

# What have we achieved – thus far?

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# Main achievements?

- Warm 'frank exchange of views' spirit with staff side;
- Increase in NW trusts signing up to 'Mindful employer';
- Reduction in staff feeling stressed (staff survey);
- Reduction in monthly stress related sickness;
- Reduction in ave. length of stress related absences;

# Presentation should have covered:

- Who are we?;
- Background to stress related work;
- What have we done?
- What have we achieved – thus far...?



# Thanks for listening

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