

# Managing Workforce Wellbeing & Mental Health

A PRACTICAL TOOLKIT FOR MANAGERS IN ADULT SOCIAL CARE

This short document is intended to be a practical toolkit for Managers working in any adult social care environment, including a range of references and links to key sources of information. It accompanies a series of Wellbeing & Mental Health Offer documents also prepared by NW ADASS, which are intended to provide quick links to some of the wide range of resources available to staff in adult social care, in adult social work, and unpaid carers. The current versions of these resources can be found at <https://www.nwadass.org.uk/workforce-mental-health-wellbeing>

“**MENTAL HEALTH** is defined as a state of well-being in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community”

The World Health Organisation

It's OK to not be OK



Experiencing a pandemic can be very unsettling and have a negative impact on someone's mental health. Individuals may have a variety of concerns about the impact of the virus on their own health, the health of those they work with and, directly or indirectly, on their wider family and friends, particularly if they have caring responsibilities. Public Health England have produced an online [Psychological First Aid training course](#) to explore the psychological impact of the COVID-19 pandemic and what we can individually do to help ourselves and others cope.

Research suggests that active outreach is essential to identify people affected by negative experiences, and also that people who access support earlier are less symptomatic and demonstrate greater improvement.

Supporting the mental wellbeing of our staff and teams remains an upmost priority and is critical to ensuring the sustained health and capacity of the workforce as it responds to COVID-19. Every person is uniquely different and will respond to the stresses and anxiety of recent events differently.

A line manager is in the best place to understand the demands on a team member, as well as their personal needs and circumstances; they are therefore in a unique position to identify and deal with potential triggers for stress. They are also very likely to be the first port of call if a team member is feeling stressed and needs support. The CIPD outlines [6 simple steps to follow top tips to support managers to minimise stress in their teams and help them thrive](#).

It is recognised there is an abundance of information available across a variety of organisations and the information contained in this toolkit brings together some of the resources you may find useful as a Manager of Adult Social Care Staff.

## Guidance and Support

The following are a range of links to different sources of guidance and support you may find helpful:

**Gov.UK** This guidance includes tips, advice and toolkits that employers and managers can use to help build the resilience of their team and address any concerns their staff may have: [COVID-19 Health and Wellbeing of the Adult Social Care Workforce](#)

**LGA** [Key Steps](#) that the LGA recommend employers take in order to support and protect the mental health of frontline staff at this time.

**LGA** Wellbeing information and resources are available in the [Employers' guide to managing the wellbeing of social care staff during COVID-19](#). This guide will help employers and managers to think about different ways to support the wellbeing of their social care staff. The [wellbeing information pack for care staff](#) also includes tips, advice and tools for staff to access to sustain their wellbeing.

**The Tavistock and Portman NHS Trust in partnership with the Chief Social Workers of England** have developed [guidance for the support and wellbeing of adult social workers and social care professionals](#)

**Mind** provide access to [Wellness Action Plan](#) guides. These are personalised and practical tools for employees to use to identify how to address what keeps individuals mentally well at work and what can result in poor mental health. It also opens dialogue, helping supervisors better understand the needs and experiences of employees.

**Skills for Care** offer [advice on maintaining team resilience on the Skills for Care website](#)

**The Society for Occupational Medicine** provide a range of practical guidance and toolkits covering:

[Mental Health and COVID-19](#)

[Sustaining work relevant mental health post COVID-19 toolkit](#)

[Mental Health and the workplace 2019](#)

## Managing Staff Remotely

The following are a range of links to different sources of support for Managers with teams working remotely:

**Research in Practice (RiPfa)** provide resources for Practice Supervisors of social workers in adult social care. [Supervision for social work in disasters](#) focuses on the importance of supervision, how to deliver virtual supervision and responding to the needs of social workers during COVID-19

**HSE** [managing work related stress pages](#) provide guidance for workers and managers to think about how they can keep talking and stay connected with staff.

**CIPD** The [Managing the wellbeing of remote workers podcast](#) (30 mins) discusses how managers can have confident and sensitive well-being conversations to support the mental and physical well-being of their remote teams

## Stress Risk Assessment

The following are a range of links to different sources of support for Managers actively looking to support their workforce in respect of risk, and risk of stress in particular:

**HSE** Guidance produced by the [Health and Safety Executive \(HSE\) includes templates and examples](#) that organisations can adopt, along with specific guidance.

**NHS Employers** Organisations working together in the South East have prepared two helpful resources which may assist those managing services and team members to have purposeful and supportive conversations; these are:

For managers there is a set of [wellbeing coaching questions](#) to help you to start the conversation about undertaking a COVID-19 risk assessment, build insight into how the staff member is feeling, and create a safe environment to raise concerns

For staff there is a [121 wellbeing check-in template](#)

## Feedback & Further Information

Feedback regarding the quality and standard of the information contained in this toolkit would be really helpful from you as Managers and Supervisors using the information on a day to day practical basis. Please submit any feedback to [nwadass@nwemployers.gov.uk](mailto:nwadass@nwemployers.gov.uk)

This toolkit was produced in June 2020 and all links and resources were checked at this time. Should this toolkit be updated further the current version will be available from <https://www.nwadass.org.uk/workforce-mental-health-wellbeing>