

Portsmouth Hospitals University NHS Trust

Manager Support Pack during the COVID-19 pandemic



Leading and supporting the wellbeing of your team during the Covid-19 Pandemic

Supporting the physical and mental wellbeing of you and your staff is key to ensuring we can deliver services during this challenging period. You should be visible to staff whether face to face or virtually to relay key national regional and local messages and actively listen and respond to staff concerns questions and rumours.

Staff Support Line

023 9228 6496

A centralised Staff Support Line has been set up for any individual to report absence from work.

If the staff member will not be attending work, for any reason, they no longer need to inform the line manager. Instead please call the **Staff Support Line on 023 9228 6496**. Anyone reporting an absence is required to do so on the first day they will not be attending work at the Trust, and at least one hour prior to the time that they are due to start work.

Occupational Health will be on hand to provide support where appropriate and a follow-up service will be provided by the Staff Support Team to maintain contact with anyone who is absent from work. However, it is the responsibility of each individual to keep in contact with the organisation by calling the central Staff Support Line if their circumstances change, and the likely date of their return.

The Staff Support Line is open seven days a week between 6am and 7:30pm.

Managers' Support Line

Ext. 5356

We are strengthening the support we provide to leaders at all levels across the organisation at this challenging time. If you would like support with any of the following issues, please contact our new Managers' Support Line on ext. 5356:

- Escalation for the Staff Support line in dealing with complex issues and occupational health advice
- Welfare calls for those individuals who are not at work
- Arrangements for business critical testing for staff
- Redeployment of individuals to help fill critical gaps across administrative functions
- HR advice and support

The Managers' Support Line is open from 6:00am to 7.30pm seven days a week.

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Leadership is about how you behave and act

To ensure the basic needs of staff are met:

- Keep staff informed about the current situation and any changes which will likely impact on their work.
- Promote open and honest communication among teams about the challenges they face and encourage them to discuss what they are thinking/feeling/doing in response to these challenges.
- Normalise and validate acute stress/distress responses to the current situation, highlighting that at times of uncertainty, fear, anxiety, guilt and worry are all normal. It is ok not to feel ok during these unprecedented time
- Consider use of posters in staff areas designed to promote wellbeing. This helps to normalise responses to the current situation and acts as a reminder for staff to look after themselves.
- Promote peer support – e.g., consider having a buddy system in which members of staff check-in with each other before/during/after shift.
- Encourage compassion initiatives within teams – random acts of kindness, celebrating successes on shift, sharing cakes/ cards/ etc. to show kindness to one-another. PHU and Portsmouth Hospitals Charity are distributing donated items from local businesses and individuals for requests or donations contact helpourqaheroes@porthosp.nhs.uk
- Support staff to maintain good self-care while on-shift – e.g., to take breaks when scheduled/ as needed, to stay hydrated particularly staff who are wearing PPE for a long time and to eat during shift, to rest where possible, to finish on time.
- Ensure staff have access to a dedicated space in which to take their breaks/ reflect and have appropriate access to PPE, as required.
- Support staff to maintain compassionate care while on shift including time to deliver basic psychological support.
- Support staff to make the transition from work to home. Encourage staff to acknowledge any stresses from the shift and to leave them at the door if possible.
- Support staff to continue with life at home. Encourage staff to continue to do what matters and to connect with their values outside of work e.g. family and social relationships, hobbies or interests, taking care of their own health and wellbeing

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Ensure staff are aware of the available resources to help them to stay well – this includes self-help resources and apps.

Care First – Employee Assistance Programme

Care First offers free confidential counselling support, information and advice for all staff and is available 24/7 365 days of the year through a telephone support line. In addition there is a website with information focussing on key health issues such as stress awareness and mental health awareness as well as lifestyle at work and at home providing support for issues such as relationships, bereavement, childcare and eldercare. **Call 0800 174319 inform them that you work for Portsmouth Hospitals University NHS Trust or visit their website www.carefirst-lifestyle.co.uk.** Log in details username: portsmouth Password: employee

Coronavirus mental health hotline for NHS staff 0300 131 7000 or text FRONTLINE to 85258

Aquilis Counselling Service

The Aquilis Staff Support Service is a counselling and support service free and confidential for all PHU staff. **Call 023 9228 3636 to book.**

Health Safety and Wellbeing Service

For occupational health advice or for management referral advice
OccHealth.Admin@porthosp.nhs.uk

Wellbeing Sessions - Health, Safety and Wellbeing Service

Rebuild and maintain resilience, look after your wellbeing. Sessions for up to 10, book via Manager Support Line **023 9228 6000 ext 5356.**

Mental Health First Aiders

There are **199** trained [Mental Health First Aiders](#) within the Trust details are on the intranet pages: Departments | ohs| lists| [Mental Health First Aiders](#).

Coaching sessions

Facilitated sessions to support teams and peer groups with the added burden of responsibility faced due to the Covid-19 pandemic. Book via the Managers Support Line on **023 9228 6000 ext .5356.**

Reflective practice or supervision

Promote any reflective practice or supervision initiatives that are available e.g. Schwarz rounds. Aquilis is available to offer supervision and to facilitate reflective practice and bookable sessions on **ext. 3636.**

Spiritual wellbeing – Chaplaincy

Healthcare particularly at the current time needs to address more than the physical presentation of illness or injury. **Call 02392 286408 or if an emergency contact switchboard and ask them to bleep the duty chaplain**

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Take time for your team.

Just before we start	Just before we go
Right now, I am feeling	Right now, I am feeling
A challenge to me today is	A moment I found difficult was
I am looking forward to	I was pleased when I
What I need right now is	Something positive I want to say to a team member is
Something I need to say is	Something I am really looking forward to is

Take the opportunity to help staff to understand and make sense of psychological distress e.g. following a stressful event it is not uncommon for people to experience difficulties such as disturbed sleep or bad dreams, to think back over/remember the event in question in detail, or to experience a heightened distress (e.g., fear, or guilt among other emotions.) The key here is not to pathologise normal reactions to a stressful situation and not force staff to talk about these difficulties, which can be unhelpful and can potentially cause psychological harm .

It is important that staff are told that they can and should seek help if these difficulties persist, get worse or if they come on some time after a traumatic event. Difficulties including intrusive thoughts images or memories, feeling fearful or anxious and avoidance of places, people or things that remind them of the original event, which last for 1 or more months following a traumatic incident may be considered symptomatic of post traumatic stress disorder (PTSD). Staff should also be encouraged to seek additional support if they are dissociating from the here and now are reliving the traumatic event or if they become low in mood, hopeless or suicidal. Staff who have previously or currently experience difficulties with their mental health may also need access to additional support at this time. These kinds of support should be provided by a suitably qualified mental health specialist.

As a manager or team leader you should be vigilant for signs that staff may require additional support and sign post them appropriately. You can refer staff to occupational health by management referral if you have any concerns with regard to a member of staff and their fitness for work. There is a mental health nurse within the Health Safety and Wellbeing Service a number of other specialist practitioners and an Occupational Health Physician who can provide support and onward referral as appropriate. In addition you can refer them to Care First or Aquilis details on p4

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Look after yourself

Remember – you are also a member of staff and have a duty to support your own wellbeing – refer to the ‘Staff Support Pack during Covid-19 pandemic’ for further advice and tools.

Two articles have been published recently offering a cross-sector perspective, including advice on approaches to leadership in a crisis.

www.mckinsey.com/business-functions/organization/our-insights/leadership-in-a-crisis-responding-to-the-coronavirus-outbreak-and-future-challenges#0

<https://www.forbes.com/sites/margiewarrell/2020/03/08/leading-through-coronavirus-how-those-in-charge-can-navigate-the-uncertainty-with-calm--courage/#1f1275e6704b>