

Manager Wellbeing Matters



The aim of Manager Wellbeing Matters is to provide guidance to support managers' own wellbeing and the wellbeing of others.

Key wellbeing priorities during employment



One of the NHS Wales Core Principles is we value all who work for the NHS. The wellbeing of our workforce is paramount to delivering effective patient care so we will strive to encourage work satisfaction, and enable you to feel safe and valued, in the hope of supporting your wellbeing.



What is your role as manager in relation to wellbeing?

As a manager or team leader, your behaviour and decisions will potentially have an impact on the health and wellbeing of the team you lead.

Your role includes:

- demonstrating and promoting the importance of the health and wellbeing of team members.
- creating conditions where the health and wellbeing of your team can be supported.

Don't just do what's required of you, try to find innovative ways to enable your team to be more proactive when it comes to health and wellbeing – talking to your people individually to get to know their interests and needs is key.

What are some key things I need to be doing?

- Bring your “whole self” to work, especially when you're interacting with your team. We all come to work with a suite of skills we use to successfully navigate through life – make sure you are using these skills in the workplace.
- Agree with your team what you all understand wellbeing to mean.
- Take an active role in accepting your responsibility for your own wellbeing and appreciate the impact you have on those around you.
- Engage your people to take positive steps to improve their wellbeing.

What ideas do they have?

- Come up with ideas on ways to improve wellbeing.
- Coach people toward their own wellness/health goals.
- Modelling behaviours.

What should I expect from my manager?

- Support
- Information
- Time to implement initiatives
- Safety from blame
- Clarity of role
- Honesty
- Knowing where I stand

What do my team and others have a right to expect from me?

- Signposting/support
- Initiative for provision of creative ideas in collaboration
- Role model for positive behaviours
- Take responsibility for communicating health and wellbeing messages and initiatives
- Not placing unreasonable demands
- Avoid externalising responsibility, blaming others, or internalising and blaming self
- Role model at team briefings by use of an enabling style as opposed to command and control. Build your skills and ability to use a mix of management styles.



- Develop good relationships with people via regular team meetings, by identifying any issues or problems as they arise and provide support with early interventions, where appropriate.
- Kindness and consideration for others
- Encourage innovation and sharing of good practice
- Recognise stress in self and others, and access and provide appropriate signposting support and training
- Willingness to learn from mistakes and say sorry when needed
- Provide clarity of role to self and others
- Encourage people to raise concerns to enable early intervention
- Be courageous when faced with difficult choices and conversations, rather than avoiding them
- Strive to always maintain compassion to others
- Role model organisational values
- The courage to be open
- To have it acknowledged in a thoughtful way when things are not going well and need to be addressed

NHS Wales Core Principles



Attract

The NHS Wales National Health and Wellbeing Programme Board propose the pledge is included in all job adverts, and the responsibilities as set out in the statements below are taken into account in all managers role responsibilities and/or specifically outlined in PADR objectives:



- Ability to support the wellbeing of teams and individuals
- Self-awareness of own needs and vulnerabilities
- A biopsychosocial understanding of health and wellbeing

Pledge

One of the NHS Wales Core Principles is we value all who work for the NHS. The wellbeing of our workforce is paramount to delivering effective patient care so we will support, encourage and enable you to achieve a healthy and happy lifestyle.



Statements

Manager Responsibilities

To support the wellbeing of the workforce and the values of the organisation, all NHS managers must have: -

- Ability to assess the health and wellbeing needs of staff, and awareness of support mechanisms to signpost staff when appropriate
- Commitment to engage in promotion of wellbeing information to enable staff to achieve a happy and healthy lifestyle



Development Measures

- Demonstrate an ability to adapt and learn from adversity
- Ability to reflect and seek appropriate support when necessary



Keep calm and recruit



When interviewing for roles within the NHS, it is vital that candidates are asked questions relating to organisational values and the health and wellbeing agenda.

Example value interview questions

Q - Tell us about a time when you had to support an employee and were able to demonstrate compassion?

Q - Describe a situation where you helped motivate someone to improve his or her performance?

Q - Tell us about a time when you felt compelled to express an unpopular viewpoint to maintain your integrity?

Q - Can you give an example of when you've been able to demonstrate your organisational values?

Example personal well being questions

When recruiting roles with managerial responsibilities, there is also a need for the individuals to have an understanding of their own well being and emotional intelligence.

Q - Tell us about a time when you had to dig deep to remain compassionate when dealing with a high-pressure situation?

Q - How do you balance the demands of your life?

Q - What energises and excites you?

Q - What makes you happy?

Q - How have you supported someone else's wellbeing?

Example team well being questions

Q - How will you promote health and wellbeing in your team?

Q - Tell us of a time where you have coached a team member or colleague in a wellbeing intervention?

All managers need to encourage a supportive work environment, healthy lifestyle choices, nutritional or exercise campaigns and other well being initiatives.

During a selection process, candidates for managers roles should be able to demonstrate the following:

- Recognise opportunities to support and educate people about the benefits of health and wellbeing initiatives, and signpost to suitable interventions.
- How they can act as a change agent and role model in building a culture of wellbeing.
- How they can spot the signs of stress
- How they would proactively mitigate or offset events and behaviours that may trigger stressful reactions.
- Recognition of the signs of pressure within their team and how to take appropriate actions
- How they would adopt behaviours that prevent stress in the workforce and, simultaneously, create and sustain a working environment that enables the workforce to thrive and produce consistent performances.



Welcome: How will you welcome a new employee?



Introduction

Research over the past 20 years clearly indicates that a key factor underpinning employee wellbeing, performance, satisfaction and engagement is the quality of their relationship to their manager, their peers or colleagues, and their employers (the organisation). Like any relationship lasting impressions are formed quickly, the same is true of our workplace relationships. As such the time when a new employee joins the team or department is a prime opportunity to form a strong relationship. The important aspects of the newly formed employee / manager relationship are not that much different from so many of our non-professional relationships. However, the biggest difference is that the manager symbolically represents both themselves and the organisation. Another important difference is that implicit in this relationship is the issue of power, which almost always leave the person with the least power feeling some anxiety. Even though there are many similarities, and also important differences in how relationships are formed and sustained in and outside of work, what we conclude is that these bonds are very important and within your gift as a manager to influence. Therefore how you as a manager welcome a new employee becomes increasingly important, and often highly symbolic of how the professional relationship will develop or not.

Links to local Health Boards and Trust [staff benefit](#) web pages.

Links to Learning LMS: [ESR e-learning](#)

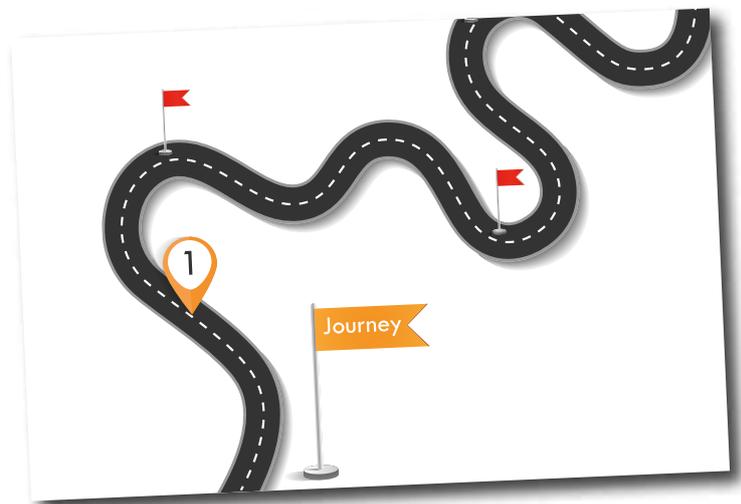
Giving thought to how the new employee experiences their introduction to you and their new working environment is to be encouraged, as all too often new starters are either ignored, over whelmed, intimidated or simply not considered by busy managers. Although stage managing their entire introduction is unrealistic, there are key milestones (or opportunities) to bear in mind.

First Contact

This is often via email or formal written letter. It may be worth thinking about how they have experienced the pre job process, including screening, interview or other points of contact with you or the organisation. It may be worth asking yourself if they have any pre-existing beliefs, or if they have had any past work related experiences that may influence their introduction to you or your team.

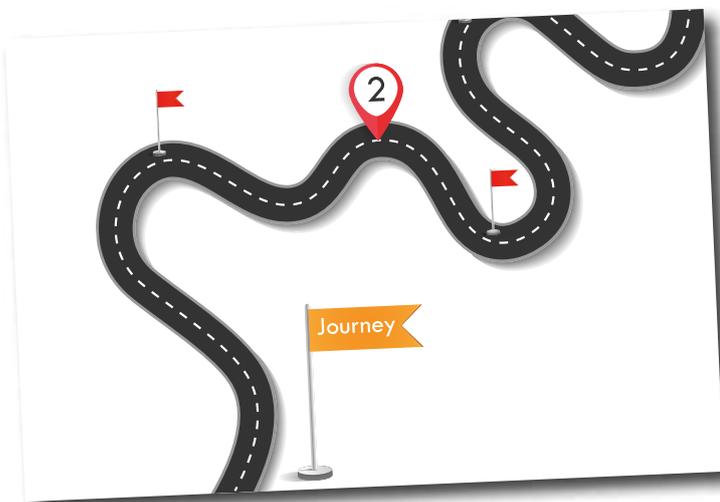
Starting Day

It is not unusual for new starters to be booked onto formal Induction before meeting you or their new team. Give thought to this process and perhaps try to ensure they meet you first, or at least that they are made to feel welcomed and wanted, before being sent onto any courses or dropped into a work stream or case load.



The First Week

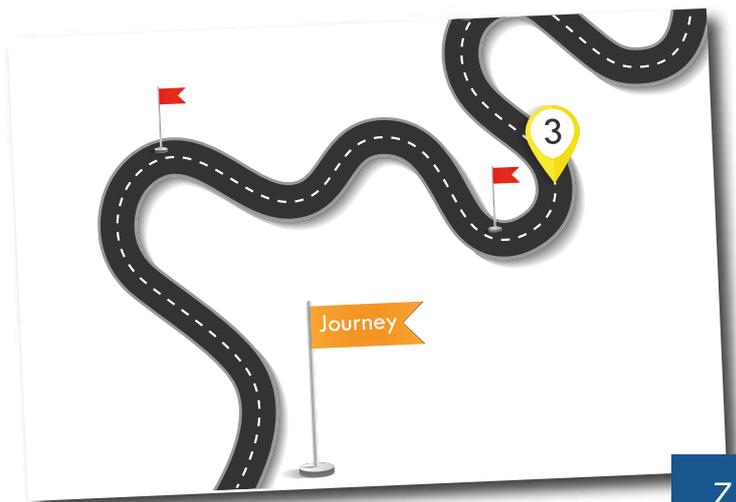
Giving thought to their first week will help you try and shape their experience, and form that all important relationship. It is worth giving thought to how you want the new starter to feel during this first week. Research shows that employees respond well to clarity (knowing what they are expected to do, when and where) as well as some degree of autonomy. They also respond well to clarity of boundaries – any new relationship brings with it uncertainties around where the boundaries lay. The first week is a good opportunity to help the new starter understand these boundaries (both the hard and soft ones) in a way which allows them to feel safe rather than controlled. A good example would be to have a conversation about team cultural rules around working expectations and time (e.g.: we all work hard but are not rigid with time management so please don't feel you need to let me know where you are all the time).



Beyond the First Week

In reality new members of staff have a rolling "formal" induction which lasts long after the first week (including statutory and mandatory training). It is important to help them to understand the relevance of this formal induction and also detail their informal induction – which will include meeting colleagues, learning the job, building a case load, or simply becoming familiar with the environment. This is a time of heightened anxiety and uncertainty for the new starter as they try to work out where the goal posts are (e.g.: what is an acceptable standard, how do you respond to failure or error, how supportive are the team, can they actually do the work). Be clear about your expectations and also acknowledging of their anxieties can be very helpful in building a strong relationship.

In essence they are trying to determine how safe they feel and what are the limits of their capability – as a manager you can help them and strengthen the relationship by having open conversations about these issues, and clarity around local / team boundaries and your expectations of them. Anxiety always grows when there is uncertainty, especially for those with less familiarity with the working environment. As their confidence (and autonomy) grows, and the relationship strengthens, so you can help them identify the demands of their work and what resources they might need to sustain their wellbeing.



Learn

Using a Reflective Journal to support my role and ongoing CPD needs.



Developing emotional intelligence to support managing others in the workplace – The key components of emotional intelligence—self-awareness, self-regulation, motivation, empathy, and social skill. Using a reflective journal to support the role of being a manager.

Name:.....

Date:.....

Work Position:.....

Organisation:.....

Responsibility:.....

Self awareness

What do I feel/ think about myself in my role and workplace?

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What do I feel/ think in relation to members of my team?

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What do I feel/think in relation to my own manager?

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What have I noticed about the way I have responded emotionally/physically and behaviourally to starting my new job and settling into post?

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What do I feel/ think about my working environment?

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What is my natural position in a group, and how does this impact on my role as a manager?

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Self regulation

How have I managed my emotional and psychological responses during my first weeks in post?

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How have I responded to feedback?

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How have I responded to challenges?

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How have I responded to meeting new people and adapting to my role?

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What stresses me unhelpfully?

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Motivation

What aspects of my role have I felt enthusiastic and energised about/ what do I feel passionate about in my role? Who most inspires me at work and who do I admire?

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What aspects of my role cause me to feel de motivated and deskilled?

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Which members of my team do I relate to and feel motivated by?

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Are there members of the team who I struggle to feel motivated by?

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What are the key differences between situations and people I feel motivated and de motivated by?

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Empathy

cognitive empathy—the ability to understand another person’s perspective;
emotional empathy—the ability to feel what someone else feels;
empathic concern—the ability to sense what another person needs from you.



What do I understand about how to use my empathy in my role as a manager. Give an example of when this has been difficult to do and an example of when this has been much easier. What were the key differences in these situations in terms of myself/ others and my environment?

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Social skills

How well do I generally communicate with others? give an example of this:

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Social skills - who in my team do I connect and communicate with most effectively?

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Who in my team do I struggle to connect and communicate with?

Give examples of both

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Please [click here](#) for a word version of the reflective journal

What are the key differences in these situations in terms of myself/ others and the environment?

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Moving forwards

What have I learnt about myself in my first week at work?

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What have I learnt about myself in my first month at work?

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What have I learnt about myself in my first 3 months at work?

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What do I understand my role as a manager to be?

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What do I feel are the 3 most important elements of being a manager?

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What am I going to change about the way I manage my team as a result of this learning and self reflection?

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Stay

The nature of working in the NHS means that there are times where you will face challenges. It is important that you are supported and aware of how to manage any pressure on a daily basis.

Ensuring a supportive community around you is important. Knowing who to go to for advice and support is helpful in any role, especially if there are times where you could be struggling.

Your role can be difficult in that there may be times of pressure from all directions. You will need to feel an appropriate amount of psychological safety in your role in order to speak out when things are getting too much.

What is Psychological Safety?

Psychological safety, in a work capacity, is all about creating environments in which



[Link to Psychology at work: Improving wellbeing and productivity in the workplace the evidence](#)

List some names of your mentors, coaches or services that will support you at times of difficulty –

Name	Role	Telephone	Email



employees feel accepted and respected. People who feel psychologically safe tend to be more innovative, learn from their mistakes and are motivated to improve their team or organisation. Psychological safety drives effectiveness as it inspires a learning culture beneficial to any individual and the organisation. The points below may give you some pointers about your own psychological safety:

- Can you take risks by sharing ideas and suggestions without feeling embarrassed or insecure?
- Can you speak out when they are struggling with any aspects of the role without self-doubting or feeling ridiculed?
- Do you feel supported, or do you feel undermined and alone?

Being a manager is highly emotionally demanding – do you fully understand the demands of your work? (if so what are they?) and do you know what you need to maintain your capability of the work and thrive over time?

List some names of your mentors, coaches or services that will support you at times of difficulty – you can contact your Learning and Development department if you would like to explore this option:



Manager Guidance

There are many factors that impact on our health and wellbeing, including factors such as lifestyle choices and work-life balance. Though many such choices take place outside of the working environment, many will impact employees at work.

Whilst as a manager you cannot directly influence all the factors that will impact on the health of your staff, the personal development review presents an opportunity to have (or ideally continue) a conversation about staff health and wellbeing.

This might include recognition of difficulties, identifying control measures to put into place to reduce work-related stress and / or enabling staff to access appropriate supports (for work or personal issues). Promoting staff wellbeing actively demonstrates the value of "caring for each other" that NHS Wales Health Boards have signed up to.

As such managers need to be aware of indicators of stress and to consider emotional and behavioural signs or changes in individuals as well as whole teams.

Prompts that can encourage this part of the personal development review conversation could include:

- How are you generally and how are you coping with work?
- How do you rate your work/life balance?
- Have there been any issues that have consistently impacted on your emotional wellbeing in the past year?

More specifically, how are things with regards to: your workload, the way in which you do your work, how supported you feel, your relationships in work, clarity over your role and any current or pending changes?

- Is there any support that you need? What might make a difference?
- Are you aware of the employee wellbeing supports available within the HB and how to access them?
- Additionally, as a role model of the NHS to the wider community, is there a wellbeing related goal you can identify? (Refer to healthy lifestyle choices and the [5 ways to wellbeing](#) - be active, connect, keep learning, give, take notice). This needs to be adapted as appropriate depending on the starting point for each employee.



Goodbye – how to manage your people when they leave



It's always disappointing to say goodbye to any valued team member but this is an opportunity for organisations to seek out the specific reasons for the person leaving.

Exit interviews are the means by which organisations capture this information. When anyone completes an exit questionnaire, there is a need for health and well being questions to be asked, to ensure that people are leaving for the right reasons.

For instance, some factors found to be associated with employee turnover include job satisfaction, work pressure, flexible work options, appropriate

training, experience of violence, abuse or bullying from patients or colleagues, a well-structured team environment, quality of line management and feeling of working in a safe environment

As such, organisations will want to learn which areas they can develop to stop quality employees from leaving.

For those employees who have come to the end of their working life, there is the opportunity to access courses to support a positive retirement. Participants will be enabled to consider a wide range of retirement related matters including tips on how to make sure assets go to those they choose they don't pay more tax than is needed, as well as a basic understanding of investment strategies for those in retirement and how to reduce investment risk.

Links to [pre-retirement](#) and related info

It is recommended that Staff Wellbeing needs to be included as a mandatory objective within PADRs. e.g:

Objective 5	Core or Ambitious	Target Date	Action Proposed by Reviewee	Record Summary of Progress <i>(How this will be achieved)</i>
Mandatory (all staff) Discuss work/life balance, awareness of Wellbeing Service, current workload.	Core			

Useful Links

[Click here](#) to see our wellbeing matters document which contains useful links on wellbeing and the guidance that support it.



1 **Abertawe Bro Morgannwg University Health Board**
 [Internet](#)

4 **Cardiff & Vale University Health Board**
 [Internet](#)

2 **Aneurin Bevan University Health Board**
 [Internet](#)

5 **Cwm Taf University Health Board**
 [Internet](#)  [Intranet](#)

3 **Betsi Cadwaladr University Health Board**
 [Internet](#)  [Intranet](#)

6 **Hywel Dda University Health Board**
 [Internet](#)  [Intranet](#)



Find out what services are available at your employing Health Board

7 **Powys Teaching Health Board**
 [Internet](#)  [Intranet](#)

10 **NHS Wales Shared Services Partnership**
 [Internet](#)  [Intranet](#)

8 **Welsh Ambulances Service NHS Trust**
 [Internet](#)  [Intranet](#)

11 **NHS Wales Informatics Service**
 [Internet](#)  [Intranet](#)

9 **Public Health Wales**
 [Internet](#)  [Intranet](#)

12 **Velindre NHS Trust**
 [Internet](#)  [Intranet](#)

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Email: Gavin.Jones@wales.nhs.uk
Email: Adrian.Neal@wales.nhs.uk
Email: Jack.Jackson@wales.nhs.uk
Email: Jackie.Jones8@wales.nhs.uk
Email: Vanessa.Davies2@wales.nhs.uk
Email: James.Moore2@wales.nhs.uk
Email: Jane.Rees8@wales.nhs.uk
Email: Karen.Vaughan@wales.nhs.uk
Email: Nicola.Bevan3@wales.nhs.uk
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Our Story

Introducing our Network

Over time, there has been a series of networks, project groups and workstreams focusing on Health and Wellbeing in NHS Wales. We are fully aware that we need to build on the successes and learn from previous groups. To help this, we have a simple focus to improve the health and wellbeing of NHS Wales colleagues. Many people are involved in this, but our uniqueness is from being a willing collaborative of people (relationships) with ideas and enthusiasm as to how we can work together to achieve our goal.

If you wish to contact the network please

Email: Claire.Smith10@wales.nhs.uk



Our purpose and outcomes

The purpose of our group is to:

- Increase peer support for Health and Wellbeing leads
- Reduce duplication of activities
- Help increase focus within NHS Wales organisations on developing health and wellbeing (prevent rather than cure)
- Support NHS Wales organisations to more easily achieve their Corporate Health Standards
- Increase sharing of successes and learning between NHS Wales organisations and beyond
- Increase access to resources across organisational boundaries
- Increased collaborative developments and projects across NHS Wales