



MANAGER GUIDANCE

HEALTH AND WELLBEING

Workforce Race Equality in the Covid-19 Context

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A dark, moody photograph of a person's silhouette sitting at a desk, looking out a window. The window shows a bright, hazy outdoor scene. The person is wearing glasses and has their hair tied back. The desk has some papers and a small object on it.

Welcome

This guidance aims to integrate a well-led response in engaging, supporting and valuing our people in the COVID-19 context.

The NHS constitution is very clear: 'Everyone Counts' be they patients or staff. This means the NHS needs to consider the outcomes that different people experience; taking different or extra steps to improve access and design services so that their health outcomes and experience are equitable.

We have embraced this commitment and taken the opportunity to design a structure for well-being conversations to identify the support our people need during this challenging time. We want to make sure our NHS people have the opportunity to be at their best so that we can put our patients, carers, community and staff at the heart of everything we do.

We are excited that you have picked up this Guidance with the aim to engage, support and value our amazing people.

"Someone is sitting in the shade today because someone planted a tree a long time ago"

WARREN BUFFETT
BUSINESS LEADER & PHILANTHROPIST

Organisational Development

The CIPD defines **organisational development (OD)** as the 'planned and systematic approach to enabling sustained organisation performance through the involvement of its people'.

An organisational development approach has been adopted to support workforce race equality and provide an opportunity to integrate a well-led response during this time of uncertainty and worry.

A well-led approach provides a strong architecture for staff engagement and this guidance will provide practical tools to spark a wellbeing conversation that supports and inspires our people.

Health and Wellbeing Guidance

The Risk Assessment process is critical in supporting our people, however we have identified a potential negative impact on staff experience if our people do not feel safe to raise concerns.

This guidance sets out health and wellbeing support tools to enable Managers to have a compassionate, safe and inclusive conversation that puts our staff at the centre of everything we do.

Inspired by the commitment of our NHS Constitution 'Everyone Counts'.

The aim of this Guidance is to:

- provide a structured response to Workforce Race Equality in the Covid-19 context to enhance compassionate and inclusive leadership; staff engagement; health and wellbeing; and diversity and inclusion.

More specifically

- inspire an environment where staff feel valued;
- where we make things simple for staff to have their say and feel engaged;
- an open culture is embedded where staff feel safe to raise concerns.

#bekindtoyourself

Toolkit 1: D&I Self-Assessment (Team Level)

This tool should be led by the Manager and owned by the team and used to celebrate the great work that you in supporting our people and to identify ways of continually improving your service.

Please discuss and answer (providing evidence) the following questions with your team.

Service:

Location:

1. How do we identify and address risks in delivering high quality and inclusive services to our BAME patients and community?

2. How do we raise issues/concerns about workforce race equality and promote transparency and openness in our team (e.g. supervision, Speak Up, whistleblowing, etc.)?

3. How do we work with other business units and external organisations to ensure our service is effective and responsive to BAME staff and patient needs? What do we do if barriers seem impossible to break down?

4. How do we review our team workforce race equality performance and take actions to improve it?

5. How do we ensure that we all understand our own roles and responsibilities to workforce race equality and including members of our team?

6. Please identify at least 3 examples of good practice from your team relating to diversity and inclusion so that other services could learn from

7. Please identify at least 3 actions to improve the teams Covid-19 response to diversity and inclusion as a service provider and employer

Toolkit 2: Our Health and Well-being Commitment (Team Lead Template)

Dear Colleague

During this time of uncertainty and worry, it's understandable that you and colleagues may feel anxious about this developing and uncertain situation. In response to the challenge we face today, our engagement promise is to enable a work environment where you feel safe, take pride in everything you do and work as part of a successful team delivering the best care for our patients and community.

Many of you may be concerned about the disproportionate impact of COVID-19 on BAME colleagues in the UK. We understand that this is worrying and we want to do all we can to ensure you feel safe and supported. At a national level an inquiry has been launched to understand why people from BME backgrounds appear to be disproportionately affected by coronavirus.

We have identified steps to prioritise your health and wellbeing and we welcome you to access opportunities to have a conversation through our Health and Wellbeing check-in; undertake a Covid-19 Risk Assessment; access tools and resources to manage your wellbeing; and feel inspired to be at your best.

It really is true that our greatest asset is our staff and we are very grateful for the work you are doing. Regardless of whether your work is centred on Covid-19, on our preparation, planning or training, or if you are continuing to work on other elements of our business as usual, it's all essential.

As a team we will:

- Champion our organisational values and role model effective and supportive behaviours
- Inspire a compassionate and inclusive workplace culture where everyone feels engaged and valued
- Prioritise our health and well-being by completing a wellbeing check-in and appropriate risk assessment
- Enable open and honest conversations to keep everyone informed and offer opportunities for people to have their say
- Have regular team conversations to make sure we have the right equipment, guidance and training to deliver high quality, safe and person centred services
- Support each other to work flexibly and offer reasonable adjustments so we can work in different circumstances and settings
- Ensure we enable the best start for people joining our team or those re-deployed to support our services
- Support each other to comply with public health measures designed to reduce the spread of coronavirus.

We care about you. We will focus on you. We will support you.

Name: Team Lead

Toolkit 3: 121 Wellbeing Check-In Template (Team Member Template)

During this time of uncertainty and worry, it's important that we support one another and look after our health and wellbeing. It's understandable that you and colleagues may feel anxious about this developing and uncertain situation.

We have taken the opportunity to design a well-being check-in to spark a conversation on how you're feeling; identify what support you may need; and discuss roles and responsibilities during this challenging time.

We want to make sure you have the opportunity to be at your best so that we can put our patients, carers, community and staff at the heart of everything we do.

We care about you. We want to focus on you. We will support you.

Action by Staff Member : Please complete this template and have a conversation with your manager in your wellbeing 121

Name:

Date:

1. Your Health and Wellbeing - How are you?

You could think about:

- Your health and well-being – how do you feel?
- Reviewing your health and well-being; do you have what you need?
- Your work/life balance.
- What the team culture currently feels like?
- Any actions you want to take to improve your health and well-being

2. Your Role - How is work going?

You could think about:

- Your stand out moment.
- Something that you're proud of what your team has achieved.
- Something you've learned or improved on.
- Something you've found challenging.
- Support you may need from your manager or colleagues

3. Your Personal Development and Aspirations

You could think about:

- Reflect on your learning and development and its impact.
- Update your Personal Development Plan (PDP).
- The opportunities you have had to learn something new.
- What support or development you've identified.
- Reflect on what you'd like to do more of in your role

Toolkit 4: 121 Wellbeing Questions

For managers to use in 121's with team members

With growing evidence of a disproportionate impact of Covid-19 on groups protected by the Equality Act 2010, this guidance for Managers and Team Leads aims to spark a well-being conversation with staff identified at High Risk to Covid-19.

To open...

- What outcome would you like from this discussion
 - What would make this time we have together feel really valuable?
 - What's on your mind about work right now, what feels important?
 - How are things going for you at work?
-

How are you feeling...

- How is the current situation with Covid-19 impacting on you?
 - How are you feeling about your role at this moment in time?
 - From a scale of 1-10, how happy are you at this moment in time? What could you/we do to move it forward by 1?
 - How do you think this score impacts on your role currently?
-

Introducing the Risk Assessment...

- How manageable is work feeling at the moment? What support can I give to make it feel more manageable?
 - What's the biggest issue for you at the moment? Why is it having an impact on you?
 - What steps have you taken to resolve this issue? How did that go?
 - What is your experience of the current Risk Assessment process?
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Feelings about team culture...

- How would you describe the culture of the team to an outsider? Why do you think that?
- What do you think the team does well in supporting staff and what could be better?
- On a scale of 1-10, how supported do you feel by the team at this moment in time? What could we all do to move your score by 1?
- If you could change one thing about your team, what would it be and why?

To understand how someone is feeling about change...

- How are you feeling about the impact of Covid-19? How would you describe your initial reaction to it?
- What concerns do you have about this situation?
- Do you feel involved? Is there anything we can do to make you feel more involved?
- Do you feel safe?
- What does it feel like to be brave? What impact is this having on you?

To discuss career development...

- What are you most proud of? On a scale of 1-10, how satisfied are you with the level of challenge in your role?
- What new skills are you interested in learning? Why?
- On a scale of 1-10, how confident would you feel about thinking ahead to the next role? What could we do to move that score forward by 1.
- What steps have you taken to explore development opportunities at work? What could those opportunities look like?

To make our 121's effective...

- What are your impressions of your 121's? How effective do they feel for you?
- What would you like to focus on during your time with your team lead?
- If you could change one thing about your 121 meetings, what would that be?
- I'm trying to improve the value of 121's that take place in your team, what feedback do you have for me?

During this time of uncertainty and worry, it's so important that we support one another and look after our health and wellbeing. It's understandable that you and colleagues may feel anxious about this developing and uncertain situation.

Please remember to utilise the health and wellbeing support you are entitled to including confidential support through Workplace Options; Occupational Health and Freedom to Speak Up.

#bekindtoyourself

Toolkit 5: Enhanced BAME 121 Engagement Toolkit (Team Leader Template)

BAME Staff Engagement in the Covid-19 Context

Introduction

Effective staff engagement are a set of co-produced actions to enable understanding of one's role in an organisation, and being sighted and energised on where it fits in the organisation's purpose and objectives.

[What is the aim of this engagement toolkit?](#)

This toolkit aims to support team leads/managers to:

- Deliver structured staff engagement to identify staff experience in the Covid-19 context
- Provide a structured forum (with regard to the CQC domains and NHS Staff Survey) for staff to feedback on actions or decisions that affects them and the services they provide;
- Promote the communication and engagement methods in place for staff to have a voice within the organisation.

FOCUS GROUP SCHEDULE

[What outcome would you like from this discussion?](#)

- What would make this time we have together feel valuable?
- What does workforce race equality mean to you in the context of Covid-19?
- What's on your mind about work right now?
- How are things going for you at work?
- What are we doing well in our response to supporting staff
- What we could we do better in supporting staff during this time?

[In the context of Covid-19, how could the trust improve:](#)

- recruitment and selection of staff
- staff re-deployment; on-boarding experience; and local induction
- support colleagues from Bank and Agency;
- accessing mandatory learning, education and development;
- tackle harassment, bullying or abuse from any source;
- undertaking individual risk assessment in management of Covid-19.

SEMI-STRUCTURED INTERVIEW SCHEDULE

During this time of uncertainty and worry, it's understandable that colleagues may feel anxious about this developing and uncertain situation. In response to the challenge we face today, our engagement promise is to enable a work environment where you feel safe, take pride in everything you do and work as part of a successful team delivering the best care for our patients and community.

Many of you may be concerned about the disproportionate impact of COVID-19 on BAME colleagues in the UK. We understand that this is worrying and we want to do all we can to ensure you feel safe and supported. At a national level an inquiry has been launched to understand why people from BME backgrounds appear to be disproportionately affected by coronavirus.

This conversation is to check-in and to make sure you have the right support for you to be happy, healthy and motivated.

Opening Question

- What outcome would you like from this discussion?
- What would make this time we have together feel valuable?
- What does workforce race equality mean to you?
- What's on your mind about work right now?
- How are things going for you at work?
- What's it like working in this organisation right now?
- How would you describe the culture of this organisation at this moment in time?
- Do you have any particular issues/concerns as a member of the Trust?
- Are you aware of any particular issues/concerns for black and minority ethnic staff working in this organisation?

Team Culture

- Do you have regular 121's and had recent Wellbeing Check-in?
- Have you experienced any behaviour that goes against our Trust Values?
- If you were unhappy about the behaviour of team members, how would you challenge them?
- Do you know how to raise a concern within the organisation?
- Do you feel confident to raise concerns? If no, how can I help/support you?

Staff Experience

- What is your experience of how concerns from staff are dealt with by management, for example concerns about patient care or resources?
- What is your experience of the support that you need to do your role – for example access to training and development to effectively manage the operational demands of Covid-19?
- Are BME staff appropriately represented in sharing good news/practice of how the Trust is managing Covid-19?
- What are your views of leadership development programmes? Are BME staff appropriately represented? Are you aware of the Organisational Development offer?
- What is your experience or your observations of the way the organisation handles disciplinary and grievance issues?

Bullying and harassment

- Have you personally observed or experienced bullying and harassment?
- Do you know what support is available for people who have experienced bullying or harassment?
- Would you be confident to raise issues of bullying and harassment/ if not, why not?

Support for BME staff

- Where would you go if you felt that you had experienced discrimination?
- In the context of Covid-19, do you have any recommendations for the Trust to improve engagement of BME staff?
- Are there any specific support groups or support mechanisms that Black and minority ethnic staff use inside or outside of work?

Closing question

- Is there anything else that you want to raise about workforce race equality in the Trust?

Thank you for giving us your time and sharing your experiences

Thank you for reading this Guidance

BME Covid-19 Disparity
System Workforce Sub Group
