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Supporting health and wellbeing in the NHS South East through COVID-19

Resource catalogue

July 2020

About this document

This document is a collation of the resources shared to help people leading work to support the health and wellbeing of colleagues in health and care across the South East of England between April and July 2020.

It is intended to be used as a catalogue of resources that can be dipped into as needed and act as a record of the programme upon its closure in July 2020.



Our team has included people working in leadership and talent in NHS England and NHS Improvement, supported by associates and specialists in leadership, inclusion and other areas of expertise from across health and care and beyond.

How to navigate this document

While resources and materials were shared in regular dispatches and calls, these have been collated into common cross-cutting themes for ease of navigation. Many of the resources are available in their original folders [here](#) and all videos shared are [here](#).

Most resources were curated from a wide range of sources, both NHS and outside, while several were created specifically for the programme.

We have credited the source as it was available to us and any reproduction or use should credit the original author.

The resource section includes a more detailed contents page outlining the key themes as they have emerged through the programme while the journey section outlines the chronological themes of the dispatches and calls.

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Introduction

This document represents the journey of a team and a community of people working to support the health and wellbeing of our colleagues across health and care. That may sound clichéd, but the impact of the COVID-19 pandemic on our work, our lives, our families and society has been an experience of continual change. This pandemic has been a disrupter and a catalyst, forcing us to confront a series of long-standing issues as they have been brought into sharp focus.

The level of innovation we have seen has been astounding, with teams finding novel solutions and ways of working to tackle problems both old and new. It has been a tough job to keep up with it all in order to share the great practice, and a real privilege to be privy to so many examples of passion, care and innovation.

Long-standing divisions, inequities and injustices have been brought to the fore. Many difficult conversations are happening right now about the steps we must take to really address key issues like structural racism, ongoing trauma and depletion of colleagues. The issues are not new, nor are the solutions. They affirm the need for compassion, care and collaboration. We must sustain our focus on how we live these NHS values and commit to address these issues together.

The speed of change and constant mental and emotional recalibration is exhausting. Yet there is a feeling of exhilaration in the possibility of resetting some of the ways we work. There is an opportunity now to propel health and wellbeing, equality, diversity, and inclusion into the foreground of how we plan and prioritise

our workforce agendas. This is our chance to tackle a long-standing acceptance of stress, burnout and trauma as somehow 'part of the job'. We have a call to action to challenge inequity of opportunity, health outcomes and life chances.

We must acknowledge the pain and hurt that has been caused by this pandemic. Then, with hope and humanity, we can make the NHS and wider health and care system better than it was before. Our patients, our citizens and our people deserve no less.

Those of us leading work to improve the experience and wellbeing of our colleagues must be mindful of the approach we take ourselves. In order to influence the cultural changes needed to make the NHS the best place to work, we must consider what will sustain and motivate ourselves and continue to deepen our own learning and expertise.

As a small, agile team we have been sustained and supported through working with you - our community - on the health and wellbeing agenda during this time. Our relationships have evolved, as have we, through sharing your fantastic work and spending time with you. We have been on an extraordinary journey – out of our comfort zone, never having all the answers, challenged and stretched – but, most importantly, it was a journey we accomplished together.

**The South East Health and Wellbeing
COVID-19 Team**

Our journey

The South East COVID-19 Health and Wellbeing team was established on 27 March 2020. Our purpose was to compliment national and local work to support our people through and beyond the pandemic response.

We began by identifying what people in leadership roles supporting the health and wellbeing of their colleagues needed in order to help them increase the impact of their work. We then sought out, commissioned and created helpful guidance, tools and good practice, in partnership with experts in the field as well as the people doing the work and finding their way themselves.

We shared regular dispatches – first weekly and then fortnightly – of carefully curated resources in a digestible format, both responsive to emerging needs and offers but also strategic and planned to address anticipated needs as they would likely arise.

As time passed, we recognised the need to create a community, a sense of shared endeavour and way of connecting people

facing the same challenges. We began running weekly lunchbreak calls to share what was happening nationally, regionally and locally, to discuss challenges and solutions, and with dedicated time for a mindful moment and for learning opportunities.

We started by listening and we kept on listening. We used our networks to gather good practice while looking outside our usual sphere as well. We agonised over getting the right balance between providing a broad range of support to meet different needs with being careful not to add to the white noise of information overload that people were experiencing. We tried to innovate, be brave, and not afraid to share controversial materials, while working at pace to meet needs as they emerged and changed.

We learned a lot as a team over this process. Details of our dispatches are below. In the next section we share our collected [reflections](#), along with feedback and insights from our wider team and our partners across health and care.

Dispatches

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Each dispatch focused primarily on a particular challenge our partners across health and care were facing. Experts and system partners helped by volunteering their time, resources and energy to support the wider system across the South East and beyond.

Welcome (2 April)

We shared our intentions for a concise easy-to-read email digest signposting resources for health and wellbeing leads within organisations to share with their staff as appropriate. We recognised the intense pressure everyone was facing and we aimed to provide clear, navigable materials to help stem the deluge of information. You'll find the resources spread across '[leading effectively under pressure](#)', '[fundamental needs](#)', '[leading remote and flexible teams](#)' and '[supporting your team's wellbeing](#)'.

Leadership and bereavement (9 April)

It quickly became clear that support was needed for leaders facing staff bereavement and suicide. We brought together guidance from experts into a [single concise document](#) which was later adopted by the People Directorate [national site](#), which launched the same week. You'll find other resources that were shared in '[compassionate and inclusive leadership](#)', '[leading effectively under pressure](#)' as well as various aspects of good practice for food and childcare provision within '[fundamental needs](#)'. During this week we also conducted our first stocktake of health and wellbeing services and organisational needs.

Inclusive leadership (16 April)

As disparity in health outcomes from COVID-19 emerged we also heard experiences from organisations struggling to keep equality, diversity and inclusion (EDI) on the agenda, with many doing this important work being redeployed. This coincided with Easter, Passover and the start of Ramadan. We commissioned bespoke resources for COVID-19 on [remaining inclusive](#), [handling difficult behaviours](#), including a simple [visual aid](#) and a [video](#), support for staff during [Ramadan](#) and

around a range of [specific needs](#). We also shared the outcomes of the stocktake of [physical](#), [psychological](#) and [occupational health](#) services and needs.

Leading in uncertainty (23 April)

At the end of the first month of lockdown, leaders shared the toll it was taking - on all staff and leaders themselves. We commissioned a piece on the challenge of [remote leadership](#) and shared helpful work on [psychologically informed leadership](#). We shared guidance on considering EDI challenges, including [frameworks](#) and material relating to specific needs of [D/deaf](#) colleagues, [supporting protected groups](#) and [those recovering from abuse](#).

Fundamental needs (30 April)

We heard a need from our community for more connection. This week we established our first lunchbreak call, intended to bring people together to share experience and learning and to provide a quiet moment for reflection and development amidst the storm. We were also hearing that very basic things were getting in the way – worries about safety, finances and housing in particular. We teamed up with Citizens Advice to pilot a month-long support service for the South East, prior to national roll-out. We complemented this with national practical and [physical support](#), and various examples of good [mental health](#) and [inclusive](#) and [family support](#).

#HAY (how are you?) useful guides (7 May)

This week we promoted a comprehensive guide that NHS England and NHS Improvement had launched covering [guidance and tools](#) for supporting the wellbeing of staff with compassion. We complemented this with an [occupational health procurement framework](#) and commissioned guidance supporting mental health and wellbeing for [staff](#) and [managers](#) along with various [examples of good practice and tools](#). We also shared reliable [evidence on racial disparities](#) and the new [national risk assessment tool](#) for identifying and supporting those at risk. In our lunchbreak call we

consulted on our plans for the remainder of the programme and ran a bespoke [session on supporting mental health](#).

Coaching and mentoring (14 May)

We recognised many leaders now had a need to lift their gaze from the immediate to the future and to focus on their own wellbeing and learning. Leadership behaviours had been, by necessity, pretty pacey and so we promoted materials to enable leaders to consciously [step into a more collaborative approach](#). We commissioned a series of bespoke training for both [coaches](#) and [managers](#) on their coaching approach during COVID-19, resources to enable [self-coaching](#) and [remote coaching conversations](#). Our lunchbreak call shared the experience of [a senior coach working with chief execs](#) to share insights and learning and included the first of our [mindfulness sessions](#), which then became a regular feature.

Addressing inequalities and disproportionate impact on BME colleagues and communities (21 May)

Many of our partners were asking how best to support Black and Minority Ethnic (BME) colleagues. This dispatch shared various resources that were practical and immediate as well as tools and advice on how to achieve a more sustainable and significant shift. We commissioned pieces on [how to make cultural change that is compassionate and inclusive](#), [race fluency \(getting the language right\)](#) and shared up-to-date [evidence on ethnicity mortality rates](#), [examples of good practice](#) and a [video conversation between experts](#), as well as [various practical tools and guidance](#) for supporting inclusive practice. Our lunchbreak call included a [compassionate inclusive leadership exercise](#) and a talk on unconscious bias during COVID-19 from experts.

Sustaining the workforce: You and your team (4 June)

This dispatch was issued during the protests that followed the death of George Floyd. It came at a time when lockdown was being eased and many staff were feeling depleted. It

focused on how leaders and staff could keep going and how to be strong allies. We shared resources to support [psychological](#) and [physical](#) wellbeing, a [bespoke session](#) run by a former Red Arrows commanding officer, as well as [various resources](#) to support teams. We also shared a section dedicated to racism, [addressing inequalities in the workplace](#) and the importance of responding to the death of [George Floyd](#) and the concerns of BME colleagues. Our [lunchbreak call](#) focused on helping members consider what was sustaining them and how they could prioritise health and wellbeing in future.

Sustaining the workforce: Organisation and culture (18 June)

Our penultimate dispatch recognised the vital importance of sustaining the workforce into the future, and the cultural shift needed. We noted that there may be a cycle of active and recovery phases for some time. We shared guidance on how to [sustain health and wellbeing as a board priority](#), examples of good practice and learning from leaders during COVID-19, as well as a series of resources on [culture change](#) and a [tool](#) to enable leaders to reflect on their learning and the changes they want to make. Our [lunchbreak call](#) addressed how to sustain leadership over the longer term.

Staying the course, seeing us through (16 July)

The last in our series of dispatches recognised the strain everyone was under after prolonged pressure and now facing concerns around a second wave, flu season and winter pressures. It focused more on the permanent and long-term impacts of COVID-19 and shared a lot of the learning to date. We re-shared a number of key resources that we thought will stand the test of time, including [compassionate leadership](#) during COVID-19, the [#HAY guides](#) and tools, as well as reflections on [leadership for the long haul](#) and our final [stocktake](#) of health and wellbeing services across the South East.

Our learning through COVID-19

The South East Health and Wellbeing COVID-19 team, like many others, was set up at pace to support the pandemic response. It drew together people from different teams and organisations - both experts and generalists - from within and outside the NHS, to support the health and wellbeing of colleagues across the South East. While some of us were working in a new role, we all found ourselves working in a new environment.

We worked to the principle that reflective teams are effective teams and recognised the importance of reflective practice to enable us to be as productive, responsive and effective as possible. Never before have we had an opportunity of such significant change in such a short period to remind us of so many leadership lessons.

Here we outline twelve learning themes identified within our team and wider community. They emerged through a series of sessions in June 2020 to consider how we have grown and developed through COVID-19 and to inform the way we go forward into our 'normal' roles.

1) How easy it is to be busy

One of the initial reactions many witnessed and experienced was the urge to get busy. This stemmed from the positive desire to support and benefit others, but it often tripped us up. For example, people would squeeze in calls at difficult times, work excessive hours and unwittingly duplicate the work of others. Working with psychologists helped us recognise 'going into action mode' as an emotional response; where we did not see adequate action, it led to feelings of guilt and shame.

Seeing leaders step consciously out of this mode led to more productivity and resilience. Intentional time out and strengthened boundaries enabled an improved work-life balance and emotional resilience. As programmes and services are re-launched and

the 'busyness' kicks back in, we all need to maintain a level of 'space' so we avoid reacting and respond carefully instead.

2) Time to think and reflect

Many highlighted that taking time for reflection enabled them to develop innovative solutions and share successes and learning with others. This included sharing how people were feeling and the concerns they had. We have a tendency to share plans, updates and tasks but, when sharing our anxieties, conflicts and values, in return we have heard stories of vulnerability and humanity which have reminded us why we come to work. Time to think has been more important than ever when we have been most busy, and more missed when it hasn't happened.

Many people shared what they had learned about themselves during this time, identifying individual behaviours and activities they want to stop or continue and the benefits to their teams as well as themselves.

Where colleagues have passed away, it has been important to take time to reflect both individually and together, for example with memory trees and faith conversations.

3) Balancing clarity of task with your values

As the pandemic response was mobilised, people had to work through great uncertainty. Working across multiple programmes and work areas, people had to prioritise tasks, decide what work would be paused or continued, and identify where resources and people should be deployed.

Teams that had a clear purpose could mobilise more quickly and the absence of job titles and descriptions was no barrier to the effective sharing, prioritisation and delegation of tasks. More was achieved in shorter timescales than expected. The flipside was that conversations were often purely task-focused and pacey, which became depleting over time.

This needed to be balanced by returning regularly to original principles and values, reassessing priorities and making time for personal connections.

4) Maintaining positivity while recognising the struggle

Having a team that gets on well has been vital. A barometer for our team's wellbeing has been the level of positivity and humour in our conversations. Like in any team, this dipped at times, with painted smiles, hunched shoulders and a determination to get the job done. At these points, a member of the team would raise awareness by highlighting the struggle. This would enable others to identify ways we could re-prioritise and pitch in to help each other, improving wellbeing by feeling more connected, supported and part of a team.

5) Pace is addictive

Working at speed can give an adrenaline rush that's hard to beat. However, it isn't sustainable if it is not balanced out with down-time. Partners in the military spoke often about the importance of decompression time, debriefing and good communication. We noticed that as people became depleted, the pace felt the same, even when the level of productivity was not as great.

The motivation that comes from the immediate feedback and benefits of tangible achievements was noted. Regular rhythms such as routines, meetings and deadlines helped many members. Others noted that taking time off isn't a luxury but a part of serving our community.

6) Technology as an enabler or obstacle

Technology has been both the saviour and downfall of our virtual working environment. At its best it has made work easier than ever, with many of us appreciating the chance to connect from our homes. Being in each other's homes has led to a more holistic view of our colleagues which has helped in pushing forward the wellbeing agenda. Technology has been a mirror on our working world, bringing up issues around autonomy, self-agency,

bureaucracy and collaboration. Learning new skills has led to renewed confidence and many have embraced virtual working for the long term.

However, where there have been IT problems, they have had a seemingly disproportionate impact on our emotional wellbeing. Being 'zoomed out' has been a major challenge in maintaining productivity. Many reflected that having no travel between meetings has led to a lack of space between them. In response, some have built in short breaks between calls, scheduled exercise sessions through the day and introduced other forms of flexible working.

7) The importance of flexibility and boundaries

Many people said flexible working practices were what they had most valued from lockdown. Some said they would never go back to 9-5 office environments and others commented on enjoying greater autonomy over their time, appreciating less travel or being able to join exercise classes during work time. We have also seen reduced formality in meetings, with family members and pets making frequent cameos.

While face-to-face interaction has been missed, more flexible working and reduction in 'presenteeism' are inevitable post-COVID and for some people this will pose a challenge around boundaries. Innovative solutions people have shared to avoid the temptation to work longer hours or blend work and home too much include the use of badges, mugs, workspaces and other things to signal to themselves when they are working and when they are not.

8) True connection for the team

Shared time with their team, profound compassion and a sense of connection kept many people going. People valued time together to simply connect in a non-task focused way and many said that this is something they will maintain going forward, either through formal sessions or a more social setup.

This was also valued for pseudo-teams and networks, like the South East Health and Wellbeing COVID-19 community. Many reported that having a supportive, approachable like-minded group that encouraged reflection, was refreshing, motivating and energising.

9) Appraisals and feedback

The importance of feedback has grown during COVID. Some felt that formal appraisals were unrealistic or undesirable at this time and opted for more frequent, shorter check-ins to give people real-time feedback in a way that promotes better motivation and awareness. Others said that appraisals were even more of a priority during this period. Many have developed new simplified models that incorporate health and wellbeing into the conversation.

10) Keeping health and wellbeing as a priority

For many, both professionally and personally, health and wellbeing has been more of a priority over the last few months than ever before. We repeatedly came back to the fundamental principle that wellbeing is not an optional extra. It needs to be taken seriously by everyone, both individually and collectively.

Many reflected that the focus on health and wellbeing must be permanent. Some are developing formal measures and leadership roles to support this. Others are establishing informal practices and engaging people through values and faith-based approaches. For many, personal attention to their own wellbeing (mental, emotional, physical and spiritual) has been a positive outcome of COVID-19 and one they want to continue. Exercise, hobbies and family time have all been popular, as well as the use of apps and meditation.

11) Our roles as role-models

Many people intend to share their learning about what has helped them through COVID-19 in order to support team members to do the same. Regular time out featured often, as well as paying attention to physical, mental and emotional wellbeing. As a team, we were very conscious of practicing what we preached and spending time focused on best-practice often made us question our own ways of working.

Team members shared the ways they were adapting their working styles and the difficulties they encountered and listened to others do the same. Compassionate leadership practices also featured in network members' reflections. For example, taking time to ask how people really were, using appreciative inquiry approaches, asking what they could do to help and making time to laugh with colleagues through quizzes, dances and humour.

12) What was normal anyway?

Thinking about what we will take forward into our 'normal' jobs, we have recognised that everything about our previous work and roles needs to be reviewed post-COVID. How and where we work, who we engage, our priorities and the problems we are working to solve have all shifted.

There is still much concern around further peaks in infection rates and service pressures, as well as the longer-term impact on people's mental and emotional wellbeing. As such, the health and wellbeing of our colleagues is a much higher priority than it ever has been before.

For many, this has been an opportunity to forge new relationships, collaborate, connect and reassess underlying problems. Simply returning to things as they were is not an option.

Use the [reflection log](#) to capture your own learning through COVID-19

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Videos

Messages from leaders

A number of leaders from different backgrounds and roles shared their learning through the pandemic.



Becky Shaw, CEO of East and West Sussex County Councils

- [Reflections on my leadership learning so far](#)



Joy Warmington, CEO, Brap – National equalities and human rights charity

- [How we can all work together to build a better place for all](#)



Yvonne Coghill, Director of Workforce Race Equality Standard NHS England and Improvement

- [Inclusion and race equality in the NHS](#)



Caroline Beardall, Director of Workforce and Organisational Development (South East), NHS Improvement

- [Self care and reset](#)
- [Work vs home](#)
- [Advice for leaders](#)



Aasha Cowey, Programme Manager, South, Central and West Commissioning Support Unit

- [Working from home](#)



Cavita Chapman, Executive Director, Health Education England

- [Sponsoring and mentoring BME staff](#)



Sue Harriman, Chief Executive, Solent NHS Trust

- [Leading in difficult times](#)

Developmental sessions

Developmental sessions we created and commissioned to support people in considering their own leadership roles, reflect and stay motivated.



[Byron Lee](#), passionate inclusive leadership consultant and meditation teacher

- [Inclusive leadership](#)

16 April 2020



Simon Bird, Director, [Thorpebird Consulting](#)

- [The remote leadership job](#)

23 April 2020



Debbie Sorkin, National Director of Systems Leadership, [The Leadership Centre](#)

- [Helping you reflect and take a breath](#) | [Slides](#)

28 April 2020



[Dave Thornton](#), Faculty of Medical Leadership and Management

- [Coaching and COVID-19: Learnings from a lockdown coach](#) | [Slides](#)

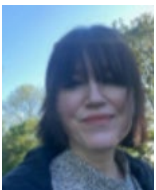
12 May 2020



Doyin Atewologun, Director, [Gender, Inclusion and Leadership Centre](#)

- [Unconscious bias \(slides only\)](#)

19 May 2020



Katrina Lake, Clinical Lead, Adult Mental Health, COVID-19 SE Regional Mental Health, Learning Disability and Autism Cell

- [What we have learned from COVID - psychological perspective for staff and leaders](#) | [Slides](#)

2 June 2020



Debbie Sorkin, National Director of Systems Leadership, The Leadership Centre

- [Looking to the future: Sustaining your leadership](#) | [Slides](#)

16 June 2020

Coaching and mentoring



Rebekah Giffney, psychologist and coach

Coaching conversations for leaders and support for coaches

- [Coaching style conversations for leaders and managers through crisis and recovery](#)
- [Coaching through crisis and recovery – resources and tools for coaches](#)
- [Coaching through crisis and recovery – threat vs reward and the SCARF model](#)
- [Coaching through crisis and recovery – additional resources and tools for coaches](#)

Pause and reflect sessions

Taking a break is very important, even more so at challenging times. Below you can access recordings of the meditation and reflection exercises that we hosted during our lunchbreak sessions.



Fiona Rodden, Senior Programme Lead, South East Regional Talent Board

- [Self-coaching - looking at emotional triggers](#)

12 May 2020



Joanna Shipley, coach and meditation teacher

- [Helping you reconnect with your surroundings](#)
- [Helping you reconnect with yourself](#)

2 June 2020

14 July 2020



Dan Gorvett, meditation teacher

- [Helping you take a breath](#)

16 June 2020



Guinevere Webster, Clinical Psychologist and meditation teacher, Oxford University Hospitals NHS FT

- [Gratitude and mindfulness](#)

30 June 2020

Resources are listed with a short description, the date they were shared and original source. We have highlighted resources that were created by and for the programme, practical tools, and instances of good practice. We have also highlighted apps and helplines.

Links were correct at the time of publication. Links to those resources hosted by the programme will be maintained for the foreseeable future. However, links to external resources cannot be guaranteed. Please credit the original authors in any reproduction.



Created by or for us



Good practice



Tools to use



App



Helpline

Implementing change in light of COVID-19

Changing the culture

1. NHS Reset

This new [campaign](#) contributes to the public debate on what the health and care system should look like in the aftermath of COVID-19 and includes blogs from NHS leaders and webinars exploring the next phase of the response to COVID-19.

16/07/2020, NHS Confederation

2. Get your board onboard with health and wellbeing priorities

Succinct [advice and evidence](#) to secure buy-in from your board in prioritising health and wellbeing long term.

18/06/2020, NHS Employers



3. How to create real, lasting change after COVID-19

This [article](#) offers a practical tool to help look at what activity to keep or sustain following COVID-19, what should be obsolete and how to determine that.

18/06/2020, RSA (Royal Society for the encouragement of Arts, Manufactures and Commerce)



4. Improving NHS culture

Pre-COVID [article](#) outlining a model of culture change supplemented by various resources to help implement each of the characteristics of a healthy culture. The methodology can be applied on a refreshed strategy post-COVID.

18/06/2020, The King's Fund

5. Creating a common purpose and culture

In this 3-min [video](#), Jatinder Harchowal, Director of Pharmacy at London's Nightingale Hospital, shares his experience of the power of a common goal.

18/06/2020, The King's Fund

6. How has COVID-19 affected our working relationships?

Allison Trimble's [blog](#) cautions that the relational and cultural consequences of the way the health and care system has worked during the COVID-19 crisis can't be ignored.

18/06/2020, *The King's Fund*, blog by Allison Trimble

7. How COVID-19 will permanently change the way we live

This [article](#) postulates on the inter-generational impacts of COVID-19 including baby boomers going online, career swan-song planning for Gen-Xers, greater stability for millennials and the re-evaluation of career plans for Gen Z.

18/06/2020, Robert Glazer, *Forbes*

What can we learn from COVID-19?

8. What have we learned so far from COVID?

[Recorded webinar](#) for staff and leaders, focusing on lessons learned from a psychological perspective.

16/07/2020, Dr Katrina Lake, Mental Health Clinical Lead, NHSE/I South East



9. Learning from COVID-19 in the South East

[Reflections and learning](#) captured into major themes taken from internal, community meetings and shared personal reflection logs. A [template reflection log](#) is also available.

16/07/2020, *South East COVID-19 Health and Wellbeing*



10. COVID-19 and the voluntary sector: What can we learn?

A [2-min read](#) where John James OBE, Chief Executive of the Sickle Cell Society, reflects on what we can learn from COVID-19 to change the future.

18/06/2020, *King's Fund*

11. Planning for social care beyond COVID-19

[Series of blog posts](#) from social care leaders discussing lessons learned from COVID-19 and the changes needed from various perspectives.

18/06/2020, *Social Care Institute for Excellence*

12. Volunteering during COVID-19: Human connection in a global pandemic

Audio [interview](#) with Catherine Johnstone, CEO of the Royal Voluntary Service, on how widespread community engagement can last beyond the current crisis and into the long term.

18/06/2020, *The King's Fund*

13. Learning from staff experiences of COVID-19: Let the light come streaming in

An 8-min [blog](#) on how health and social care staff have been a constant beacon of hope for us all by transforming the way they work and the way services are delivered.

16/07/2020, *The King's Fund*, by Suzie Bailey and Michael West

Innovation and new ways of working

14. Shielding and returning to work

[Guidance and resources](#) for individuals, managers, teams and organisations.

18/06/20, *Our NHS People*

15. Recovery position - what next for the NHS?

[Findings](#) of a survey of trust chairs and chief executives, including a snapshot view of the sector's position and plans for resuming a sustainable level of service.

16/07/2020, *NHS Providers*

16. Ten Leaps forward - innovation in the pandemic

[Feedback](#) from a broad mix of staff across different NHS sectors reflecting on their experiences of COVID-19 and how to avoid going back to old, less effective habits.

16/07/2020, *London South Bank University, School of Health and Social Care*

17. Recovery Phase: Learning from the Invictus Games Foundation

[Recorded webinar](#) for people supporting health and wellbeing of NHS staff during COVID-19, focusing on recovery phase.

16/07/2020, *NHSE/I with NHS Horizons*

Also see [all the Caring4NHSPeople recorded webinars](#).

18. Shielding - return to work checklist and guidance

This [checklist](#) will enable managers to have comprehensive discussions with the employees returning to work following an extended period of absence due to shielding.

18/06/2020, *South East Coast Ambulance Service*



19. Return to workplace - manager guide

An [example](#) of practical guidance for line managers on staff returning to workplaces with links to risk assessment tools, organisational procedures and advice.

16/07/20, *Surrey County Council*



20. Nightingale staff induction

An [example](#) of how staff induction can be hosted and delivered online.

16/04/2020, *NHSE/I*



21. Remote interview guide

An [example](#) guide to virtual interviews for both interviewers and candidates.

16/07/20, *PageTiger*

Homeworking

22. Working from home guidelines

NHS People [guidance](#) with top tips to stay connected, feel productive and maintain wellbeing.
07/05/2020, NHSE/I

23. Working from home - safely and comfortably

Resources to help you stay healthy and safe while working from home:

- [Leaflet](#) on setting up your workplace - Chartered Institute of Ergonomics and Human Factors
- Display, screen, and equipment [assessment template](#) - Health Education England
- Easy [desk-based exercises](#) - Chartered Society of Physiotherapy

18/06/2020, Various



24. The basics for a happy remote working life

An [example](#) of a working from home guide with practical tips for individuals and managers.
16/07/2020, Surrey County Council

25. Guide to working from home

[Tips](#) for working remotely and managing self-isolation.
16/07/2020, Surrey Fire and Rescue Service

26. Team charter

A [template](#) for establishing team principles, roles, responsibilities and working practices.
16/07/2020, Surrey County Council

27. Homeworking and future ways of working checklist

[Checklist](#) to help line managers keep health and wellbeing at the forefront of all they do.
16/07/2020, Hampshire and Isle of Wight Partnership of Clinical Commissioning Groups

28. Interim appraisal guidance

Example [guidance and appraisal](#) form that helps staff focus their reflections, including on their health and wellbeing.
16/07/2020, Hampshire and Isle of Wight Partnership of Clinical Commissioning Groups



Leadership through and after COVID-19

Leading effectively under pressure

29. Leadership briefing

A [3-min read](#) to support leaders to consider how to be most effective during COVID-19.
02/04/2020, Debbie Sorkin, The Leadership Centre, for SE COVID-19 Health and Wellbeing



30. Feature on leadership over the long haul

[Personal reflections](#) on the longer-term impacts of COVID-19 on leadership and some of the lessons from the perspective of a leadership consultant and trainer.
16/07/2020, Debbie Sorkin, The Leadership Centre for SE COVID-19 Health and Wellbeing



31. Leading through crisis and uncertainty

[Article 1](#) and [article 2](#) offering a cross-sector perspective, including advice on approaches to leadership in a crisis.
02/04/2020, McKinsey; Margie Warrell for Forbes

32. Leading through COVID-19 - making decisions in difficult circumstances

A [3-min video](#) with Dr Sabrina Cohen-Hatton, Chief Fire Officer for West Sussex Fire and Rescue, on how leaders can make decisions in difficult circumstances during COVID-19.
23/04/2020, The King's Fund

33. 'Focus on the things you can control': How to cope with radical uncertainty

A [short article](#) relating to a change that sticks and how to stay calm, one Post-it at a time.
23/04/2020, Oliver Burkeman, The Guardian

34. Coaching through crisis and recovery: Resources for managers

A [resource pack](#) including a 38-minute 'How to have coaching conversations' video and a practical toolkit for using a coaching style approach to support colleagues during COVID-19.
14/05/2020, Rebekah Giffney for South East COVID-19 Health and Wellbeing



35. Working with executives during COVID-19

[Reflections](#) from Dave Thornton, executive and leadership coach, sharing his experiences of coaching execs during COVID-19.
14/05/2020, Dave Thornton for South East COVID-19 Health and Wellbeing



36. The space to think

This [2-min read](#) raises questions we can use to coach when leading teams, creating space to think, grounded in connection and humility.
14/05/2020, The Kings Fund and Matthew Rice



37. Responding to the COVID-19 crisis

A [3-min talk](#) on the importance of tending to your own health, wellbeing and energy, exchange ideas and support, and lead with confidence and honesty.

09/04/2020, *The King's Fund and Professor Don Berwick*

38. Leading through COVID-19 - managing your energy

A [short article](#) by Simon Newitt that takes you through how to manage and renew your physical, mental and emotional energy and avoid burnout during COVID-19.

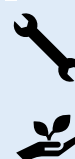
23/04/2020, *The King's Fund and Simon Newitt*

Compassionate and inclusive leadership

39. Inclusive leadership during COVID-19

A short [video](#), [transcript](#) and [poster](#) on how to remain focused on inclusion during COVID-19 with practical tips and examples of good practice.

16/04/2020, *Byron Lee for South East COVID-19 Health and Wellbeing*



40. Compassionate leadership in difficult times, including self-compassion

[Precis](#) and a [full article](#) highlighting the importance of compassionate leadership during COVID-19 and some simple things leaders can do.

09/04/2020, *The King's Fund by Suzie Bailey and Michael West*

41. Boosting wellbeing

[Poster](#) of self-coaching questions to prompt self-care and reflection. Sits well alongside the [inclusive leadership poster](#).

14/05/2020, *Byron Lee for South East COVID-19 Health and Wellbeing*



42. Leading in a crisis starts with acknowledging your own feelings

[Short article](#) on how acknowledging and expressing one's experiences and feelings can help leaders to connect in a deeper way to themselves and others to regain strength, focus and clarity of thought during COVID-19.

18/06/2020, *The King's Fund*

43. Psychologically informed leadership

A simple [checklist](#) for leaders to take an approach informed by the psychological and emotional needs of team members.

23/04/2020, *Paul England, The England Partnership*



44. Overcoming resistance and difficult behaviour during COVID-19

A [1-min read](#) on how to handle difficult behaviours drawing on motivational interviewing and non-violent communication techniques.

16/04/2020, *Byron Lee for South East COVID-19 Health and Wellbeing*



45. Looking after colleagues during COVID-19

[Interview](#) with Michael West on why compassion is key to looking after colleagues in the health and care system during the COVID-19 pandemic.

04/06/2020, *The King's Fund and Michael West*

46. If you feel like you're regressing, you're not

This [article](#) offers insights into the emergency, regression and recovery cycle that leaders and team members go through when dealing with an emergency like COVID-19.

04/06/2020, *Harvard Business Review Home*

Leading remote and flexible teams

47. The remote leadership job

An [article](#) and engaging [18-min video](#) on leadership lessons from Simon Bird, leadership coach and consultant: Understanding why it is a challenge and what to do.

23/04/2020, *Simon Bird for South East COVID-19 Health and Wellbeing*



48. Geographically dispersed teams - a manager's guide

Useful [tips](#) (access in *Microsoft Edge*) on leading and managing a virtual team, including building identity and belonging, communicating effectively and maintaining effectiveness.

18/06/2020, *Ministry of Justice*



49. Creating team agreements - managing a remote team

A [succinct tool](#) to help you have coaching conversations with your team to develop a charter or agreement for collaboration.

14/05/2020, *East Sussex County Council*



50. Remote working and Myers-Briggs

[Resources](#) to help consider how people's preferences around energy, communication and leadership can be impacted by remote and home working.

02/04/2020, *The Myers-Briggs Company*

51. Working from home – leading and managing remote workers

[Advice](#) to support leaders to manage employees working from home from Eric Linn, the author of *Home Working: Leading and Managing Flexible, Agile and Remote Workers*.

09/04/2020, *Bookboon*

52. Virtual collaboration tools

[Virtual resources](#) including links to software, engagement tools, free e-book on leading online sessions and training as well as leading meetings online.

09/04/2020, *NHS Horizons*



Strengthening the team

53. Supporting health and care workers

Recording of an [interview and Q&A](#) with Ben Murphy, former commanding officer of the Red Arrows, sharing his experiences and learning to support NHS staff during COVID-19 and into the future. (Access in *Microsoft Edge*, password: *bravonhs*)

04/06/2020, *South East COVID-19 Health and Wellbeing*



54. The Art of Change Making

The Leadership Centre's [curated textbook of leadership theory and practice](#), considering how we understand systems, people, groups, skills and tools when implementing change. See particularly 'Adaptive leadership', pages 171-173.

23/04/2020, *Leadership Centre: John Atkinson, Emma Loftus, John Jarvis*

55. The resilience of teams

[Article](#) about managing the resilience of teams during COVID-19 from former secretary general of the Royal College of Nursing.

09/04/2020, *Peter Carter*

56. Supporting your team through COVID-19

This [quick-read guide](#) highlights the importance of creating a shared, safe space to think, to maintain and develop relationships with colleagues when people are stressed and anxious. It explores the use of virtual conversations to take stock and plan next steps. Plus [rapid guidance](#) for putting in place psychological support for hospital staff.

04/06/2020, *The King's Fund*

57. A very brief introduction to teaming

A [1-min read](#) on the principles of moving a new team into a productive space very quickly – not having all the answers, making time to connect and welcoming curiosity.

23/04/2020, *The King's Fund, Kiran Chauhan and Jo Maybin*

58. Wellbeing at work report

This [confidential iPPQ report](#) will help you and your team find a common language to have crucial conversations and strengthen your collective resilience and wellbeing.

04/06/2020, *iOpener Institute*



59. Considering MBTI preferences during COVID-19

This [MBTI® framework](#) identifies activities to help deal with the changes and practice self-care. It offers tips on how to lean on the best sides of our MBTI personality type. Plus, an [infographic](#) on what employees may be experiencing and how this can manifest in behaviours.

04/06/2020, *The Myers-Briggs Company*



Systems leadership

60. Heart of the art

The life of living systems – a [collection of resources](#) relating to systems leadership, with a dedicated resource page for COVID-19.

23/04/2020, John Atkinson



61. Integrated health and care in practice

- [Exceptional Leadership for Exceptional Times](#) - examples of good systems leadership behaviours when they're especially applicable.
- [Transformational Change in Health and Care](#) - examples from four systems and reflections on what helps and hinders from those involved.
- [The Revolution will be Improvised II](#) - learnings from places trying out systems leadership and integration for real.
- [A View from the Bridge](#) - article by Sue Goss, formerly principal researcher at Traverse, on the need for new leadership models for working in complexity.

23/04/2020, The Virtual Staff College, The King's Fund, The Leadership Centre, Traverse



Leadership communities

62. Virtual staff common rooms

Open to all NHS staff, hosted by experienced group leaders, offering [a safe, confidential space](#) for staff to support each other, including Staff Common Room and Doctors Common Room.

14/05/2020, NHSE/I

63. REACT mental health conversation training

Short [online sessions](#) empowering staff to support mental health and wellbeing of NHS people.

16/07/2020, NHSE/I

64. Leadership circles

These [facilitated group sessions](#) ran from May-July 2020 and are expected to be available in future through the People Directorate website.

04/06/2020, NHSE/I

Inclusion and COVID-19

Making the case for prioritising inclusion

65. NHS Race and Health Observatory

NHS Confederation and NHS England's [expert research centre on health inequalities](#) to investigate the impact of race and ethnicity on people's health.

04/06/2020, NHS Confederation

66. Evidence and opinions on the impact of COVID-19 on BAME population

- [3-min summary](#) of data on the disproportionate hospital mortality rates of BAME staff from the Nuffield Trust by Appleby and Georgiou.
- [5-min read](#) reviewing evidence of impact on ethnic minorities, including the role of white people and all leaders in addressing the underlying issues from The King's Fund by Bailey and West.

07/05/2020, Nuffield Trust, The King's Fund

67. Equality, diversity and inclusion at a time of crisis and beyond

[Blog article](#) making the case and call to action for leaders to address BAME representation in decision making during COVID-19, by Allen, Evans and Webster for the NHS Confederation.

21/05/2020, NHS Confederation

68. Data on COVID-19-related deaths by ethnicity

Short [analysis](#) of ONS statistics on risk to ethnic minorities and mortality rates for COVID-19.

21/05/2020, NHS Confederation

69. Disparities in the risk and outcomes of COVID-19

A [descriptive review](#) of data on disparities in the risk and outcomes from COVID-19, with findings, helping us to understand the pandemic and plan the future health response to it.

04/06/2020, Public Health England

70. COVID-19 and BAME: A conversation with the experts

Recording of a [webinar](#) focused on race equality, the disproportionate impact on BAME communities of COVID-19 and a discussion about race, health and inequalities in society.

21/05/2020, NHSE/I

71. Black Lives Matter and health inequalities

A [personal message](#) from Sir Simon Stevens on how the recent events highlighted the impact of years of disadvantage and inequality and what our focus should be going forward.

18/06/2020, NHSE/I

72. After the speeches: What now for staff race discrimination?

A [3-min blog](#) from the author of *Snowy White Peaks* outlining ten actions leaders must take to address structural racism in a post COVID-19 NHS.

18/06/2020, *British Medical Journal*, Roger Kline

Developing an inclusive culture

73. Be the change

[Reflections](#) on compassionate person-centred approaches to supporting BME colleagues. Includes feedback the South East COVID-19 Health and Wellbeing programme received from BME colleagues on their experiences during COVID-19.

21/05/2020, *Byron Lee for South East COVID-19 Health and Wellbeing*



74. Race fluency: Getting the language right

[Article](#) examining the complexity of language when talking about 'race' with practical suggestions and challenges for us all to consider our approach to sensitive issues.

21/05/2020, *Doyin Atewologun, Fatima Tresh, Joy Warmington for SE COVID-19 Health and Wellbeing*



75. Bias: Actions and reactions in an uncertain world

A [5-min read](#) on the types of unconscious bias that emerge through COVID-19 working environments, considering their impact on underrepresented groups.

14/05/2020, *Doyin Atewologun and Fatima Trench*

76. Addressing racial inequalities in the workplace

Resources to help you consider what you take for granted. A [questionnaire](#), an [article](#) that stands the test of time, a [2-min video addressing microaggressions](#) and TED talks on [urgency of intersectionality](#) and whether to be [colour blind or colour brave](#).

04/06/2020, *Various*



77. Resources to tackle racism and discrimination

A selection of [links and resources](#) to help you inform your approach. Includes tapping into lived experience and growing your networks.

18/06/2020, *NHS Employers*



78. Implementing a workforce race equality response in the COVID-19 context

Useful examples of:

- [Organisation approach](#) with action plan, objectives and toolkits for teams.
- [Guidance for managers](#) with tools to enhance compassionate and inclusive leadership, staff engagement, health and wellbeing, diversity and inclusion.
- [Accompanying prospectus](#) of health and wellbeing programmes and support tools.

18/06/2020, *Isle of Wight NHS Trust*



79. When no one is looking



A [3-min blog](#) capturing an emotional response to the current situation, the concerns it raises and a call to action for leaders.

04/06/2020, Joy Warmington, CEO of brap, for South East COVID-19 Health and Wellbeing

80. Responding to George Floyd's death

A [7-min read](#) summarising leaders' responses to protests about the death of George Floyd and another [5-min read](#) on the opportunities and pitfalls in brands' responses.

04/06/2020, Entrepreneur Europe, PR Week

81. Could BAME medics help change attitudes to immigration?

A [5-min video](#) on the COVID-19 experiences of frontline medics as immigrants, the difficulties of being 'heroes' and differing portrayals during Brexit and the pandemic.

04/06/2020, Channel 4 News

82. Equality and diversity training

This free [online qualification](#) is a great opportunity to find out how to apply best practice in relation to equality and diversity within your community and the workplace.

18/06/2020, Vision2learn

Coaching and mentoring

83. Coaching through crisis and recovery: Resources for coaches

[Resource pack](#) of approaches, tools and techniques for supporting people during COVID-19. Includes three videos, a toolkit on post-event growth coaching, threat and reward-based thinking, and tools to encourage psychological growth through adversity.

14/05/2020, Rebekah Giffney for South East COVID-19 Health and Wellbeing



84. The crisis kit: 5 tools for helping clients through turbulent times

This [resource](#) contains five of the most relevant, evidence-based tools to help coaches support others to navigate turbulence and uncertainty.

14/05/2020, Positive Psychology



85. Mentoring during a crisis: What's different?

A [3-min read](#) with advice on mentoring during COVID-19 when working with your mentee and yourself.

14/05/2020, Chartered Management Institute

Inclusive coaching

86. Unconscious bias in coaching

A [30-minute CPD session](#) refresher for coaches to consider personal unconscious bias when working with people different from yourself.

14/05/2020, Catalyst 14 on YouTube

87. Mentoring BME colleagues

A [4-min video](#) on the importance of mentoring and sponsoring BME colleagues, some of the issues they are facing and how to approach it.

14/05/2020, Cavita Chapman, Head of Inclusion NHS/I for South East COVID-19 Health and Wellbeing



Virtual coaching and mentoring

88. Virtual coaching and mentoring during COVID-19

A [5-min read](#) to help you consider how you adapt your style to coach or mentor virtually.

14/05/2020, Fiona Rodden for South East COVID-19 Health and Wellbeing

89. Making the shift to virtual coaching - video series

[Resources for virtual coaching](#) during COVID-19. Includes three videos: getting started, ten things to keep in mind, and building trust and connection virtually.

14/05/2020, International Coach Confederation

90. Do OD – virtual coaching and mentoring

[Support](#) for organisational development (OD) practitioners during the COVID-19 outbreak, delivered by OD practitioners.

14/05/2020, NHS Employers

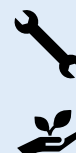
Self-coaching

91. Self-coaching considering your emotional triggers

[Worksheet](#) and [video](#) guiding you to identify your triggers, understand what happens when you are triggered, and consider your underlying needs.

14/05/2020, Fiona Rodden for South East COVID-19 Health and Wellbeing

Also see our [self-coaching questions](#) and [inclusive leadership self-coaching questions](#).



Accessing a coach or mentor

92. New national coaching and mentoring offer

Free, confidential, 1-2-1 coaching or mentoring support sessions for all [NHS and social care leaders](#) and [primary care staff](#).

18/06/2020, NHSE/I

93. Project 5: Wellbeing support service for healthcare workers

Evidence-based [support](#) for healthcare teams from coaches and mental health practitioners.

14/05/2020, NHSE/I via Project 5

Health and wellbeing

Overall wellbeing

94. National health and wellbeing offer

The [NHS People website](#) includes the national offer of health and wellbeing resources including helpful guides for leaders during COVID-19; difficult conversations; how to handle bereavement; talking to children about being a frontline key worker; working from home; financial support; free apps and much more.

NHSE/I

95. How are you (#HAY)

A set of guides for NHS leaders, managers and staff that complements already available resources and ensures a consistent and high-standard of for staff in the workplace, including:

- [HAY guide main document](#), [letter](#) and [visual guide](#)
- [Supporting those in at high risk and vulnerable groups](#)
- [Guides to decompression](#) and [wellbeing meetings](#)
- [Trauma risk management \(TRiM\)](#)
- [Care of staff absent due to COVID-19 sickness](#)
- [Staff aide memoires](#)

07/05/2020, NHSE/I

96. Maintaining your wellbeing through COVID-19

[30-min webinar](#) by coach Dr Rachel Morris and Dr Amrita Sen Mukherjee covering simple things leaders can do for themselves and their teams to stay well, keep calm, be resilient and remain effective for the long haul.

09/04/2020, Faculty of Medical Leadership and Management

Also see [Considering MBTI preferences during COVID-19](#).

97. Your wellness matters

This [guide to health and wellness](#) offers tips and advice on six areas of wellness: emotional and psychological, financial, environmental, physical, social, occupational and intellectual.

04/06/2020, Oxford University Hospitals NHS FT

98. Managing wellbeing during COVID-19: A mindful approach

A [series of 14 sessions](#) on elements of mindfulness based cognitive behavioural therapy including sessions for [HWB leads](#), [importance of compassion](#), [responsibility and guilt](#), and [being heroes](#) during your recovery phase.

04/06/2020, Oxford University Hospitals NHS FT

99. Guide to wellbeing during COVID-19

[Practices, resources and articles](#) for individuals and health care professionals facing COVID-19, including [recorded webinars](#) for health care staff on [psychological strategies for acute stress](#), [compassion-based strategies on the front line](#), and [resilience and regeneration](#).

09/04/2020, Greater Good from University of California, Berkley

100. Masks, fear and loss of connection in the era of COVID-19

A [4-min read](#) about the impact of protective precautions on a doctor and his own wellbeing.

16/07/2020, The Hospital Leader

Fundamental needs

101. Offers for NHS staff health and wellbeing

Offers of [donated and discounted services and products](#) for NHS staff and organisations, from discounted taxi rides and supermarket offers to free food and cut-price products.

09/04/2020, NHSE/I

102. Financial wellbeing

Specific [guidance and resources](#) for employers to support their staff.

30/04/2020, NHSE/I

103. Universal credit: how to claim and how much you get

[Information and advice](#) for staff whose partners have been furloughed or lost work.

30/04/2020, The Guardian

104. Employment and benefits support

[Information and advice](#) for people who are already claiming benefits, need to claim benefits, or are at risk of losing work due to COVID-19.

30/04/2020, Department for Work and Pensions

105. COVID-19 work and financial support

[Government advice](#) for employees about sick pay entitlement, furloughed workers, Universal Credit and rent support during COVID-19.

30/04/2020, Gov.uk

106. COVID-19 housing advice

[Guidance](#) on housing issues including eviction, rent and mortgage payment issues.

16/04/2020, Shelter

107. Childcare provision

[Good practice example](#) of sharing childcare provision and contact details across a geography for all staff. Covers Kent, Surrey and Sussex.

09/04/2020, Sussex Health and Care Partnership



108. HealthSHIP UK

Health student-led [service](#) connecting frontline health professionals with volunteers to support with groceries, childcare, pet care and other things.

09/04/2020, HealthSHIP Ltd



Physical wellbeing

109. Wake up and work out

A range of [exercise videos](#) including aerobic, strength and resistance, Pilates, yoga and other workouts for all levels of fitness.

02/04/2020, NHS England

110. Exercise during COVID-19 and beyond

- Useful [links and advice](#) from Oxford Health NHS Trust on getting active at home and outdoors during lockdown and beyond, including workouts for all ages and disabilities.
- Free [NHS Fitness Studio exercise videos](#) - 24 instructor-led videos including aerobics exercise, strength, resistance, Pilates and yoga.
- [Movement for Modern Life app](#) – free access to online yoga resources, such as breathwork and stress reduction classes for home and the workplace.

04/06/2020, Various



Psychological wellbeing

111. Supporting psychological wellbeing during COVID-19

Recording of a [practical webinar](#) (for frontline staff) and newly shared [accompanying slides](#).

07/05/2020, NHSE/I

112. Personal plan for psychological PPE

This plan explains different signs of stress and how to identify the warning signs. It offers [practical tips](#) and some useful psychological PPE skills that you can apply.

04/06/2020, Surrey and Borders Partnership NHS Trust



113. How are you feeling today?

Pre-COVID [resources](#) to help us talk openly about emotional health, assess its impact on ourselves, our colleagues, patients and to action plan for more good days.

04/06/2020, NHS Employers



114. Helping you cope and build your wellbeing while self-isolating

This [toolkit](#) shares resources whether you have 30 seconds, three minutes or 30 minutes and is written for people who are self-isolating or feeling isolated because of COVID-19.

04/06/2020, 4 Mental Health



115. Understanding emotion regulation systems to soothe your mind in crisis

Useful [resources](#) to help you understand your way of thinking and feeling and learn ways to soothe your mind and generate a sense of calm, peace and resilience, when dealing with difficult situations, anxiety, challenging emotions and any other situation that you may find personally challenging.

18/06/2020, Mindfulness and Clinical Psychology Solutions

116. COVID-19: Psychological wellbeing and mental health

A [free online course](#) for health and care workers and wider public, exploring the impact of COVID-19 on wellbeing and mental health at an individual, group and societal level.

04/06/2020, Maudsley Learning and Tavistock and Portman Trust

Abuse and domestic violence

117. COVID-19 support for victims of domestic abuse

[Guidance](#) on what constitutes abuse and where to get help.

16/04/2020, Gov.uk

118. Abuse and COVID-19

Support [links and guidance](#) on how to deal with domestic abuse individually or as an employer.

23/04/2020, Safelives

119. Bright Sky app

[Free app](#) providing support and information to anyone who may be experiencing domestic abuse or is concerned about someone they know.

07/05/2020, NHSE/I



Also see other [NHS wellbeing apps](#).

Staff helplines

120. Staff helplines poster

[Confidential support lines](#), free for NHS staff, from by the Samaritans. Call 0300 131 7000 (7am to 11pm seven days per week). Or text 24/7 'FRONTLINE' (or 'NHSPH' for NHSI/E staff) to 85258. Includes coaching, bereavement care, mental health and financial help.

09/04/2020, Our NHS People



Wellbeing apps

121. Free NHS wellbeing apps

NHS staff have been given free access to a number of [wellbeing apps](#) until the end of December 2020.

02/04/2020, Our NHS People

Also see the [Bright Sky app](#).



122. Calm app

Free [mindfulness tools](#) including breathing exercises, meditations, music, sleep stories and journaling prompts to help stay grounded as well as [materials for children](#).

02/04/2020, www.calm.com

**123. Liberate app**

American [meditation app](#) for black, indigenous and People of Colour to ease anxiety, find gratitude, heal internalised racism and micro-aggressions and celebrate Blackness. Available free to NHS staff through the NHS People website.

16/07/2020, [NHSE/I](#)



Supporting your team's wellbeing

124. #Caring4People wellbeing webinars

Recorded [weekly webinars](#) for people supporting health and wellbeing of NHS staff during COVID-19. High profile speakers on various topics.

18/06/2020, [NHSE/I with NHS Horizons](#)

125. Health and wellbeing for care staff

[Guidance for managers](#) and [advice for staff](#) to support the health and wellbeing of care home staff, with advice, tips and tools.

07/05/2020, [Dr Katrina Lake, Mental Health Clinical Lead, NHSE/I South East](#)

126. Staff support materials

Resources to support staff, including:

- [Before and after a shift](#) - enables a clinical handover supporting emotional resilience.
- [Self care during COVID-19](#) - one-page brief for all staff.
- [Supporting your wellbeing during COVID-19](#) - more detailed guidance shared with all staff.

02/04/2020, [Ashford and St. Peter's Hospitals NHSFT](#)

**127. Support for staff and teams during COVID-19 - a brief manager's guide**

[Guide](#) outlining a range of options and resources available to support managers and their teams both now and in the future.

07/05/2020, [Oxford Health NHSFT](#)

**128. Advice for sustaining staff wellbeing in critical care**

A [poster](#) on how to sustain staff wellbeing in critical care during and beyond COVID-19

30/04/2020, [Intensive Care Society](#)

129. Responding to stress experienced by hospital staff working with COVID-19

This [guidance](#) for planning early interventions will help foster resilience, reduce burnout and reduce the risk of post-traumatic stress disorder.

07/04/2020, [Trauma Group](#)

130. Wellbeing wheel

[Example of how](#) line managers can adjust the appraisal process to include a range of health and wellbeing matters with their staff.

18/06/2020, Hampshire Hospitals NHSFT



131. Care model for supervision

[Coaching tool](#) for managers to have deeper conversations about wellbeing and physical and mental health during and after COVID-19, both in and outside of 121s and supervision.

27/07/2020, Kent And Medway NHS and Social Care Partnership Trust



132. Recovery phase support for staff

A [practical example](#) of how to present available support and resources in a concise way.

18/06/2020, Oxford Health NHSFT



133. Wellbeing support for social care staff

Dedicated [support and information](#) for registered social care managers and front-line managers during the COVID-19 pandemic.

16/07/2020, Skills for Care

Looking after your organisation

Also see '[Get your board onboard with health and wellbeing priorities](#)'.

133. Wellbeing and resilience

[Example staff health and wellbeing offer](#) including inclusion, frontline staff, apprentices, experiencing trauma, redeployment, increased workload, bereavement and more. Uses scenarios and hyperlinks to help people access resources.

09/04/2020, Surrey County Council



134. Mental health during COVID-19: Resources and helplines

[Example easy-to-read guide](#) for staff including support in the workplace, organisation development, practical support (e.g. around child support and accommodation) and national mental health resources.

30/04/2020, Royal Berkshire NHSFT



135. Making adjustments to support your staff

Resources to help make adjustments to support mental, emotional and physical health:

- Resources to support [line managers](#) and [staff](#) during COVID-19.
- Reasonable [adjustments plan](#) and [passport](#) – designed for staff with disabilities, can be adapted to support all staff during COVID-19.

04/06/2020, Mind, NHSE/I



136. Buying additional Occupational Health (OH) and Employee Assistance Programme (EAP) capacity

NHSE/I have appointed 23 SEQOHS-accredited organisations to a [purchasing framework](#) enabling employers to buy-in additional ad hoc services to supplement in-house teams.

07/05/2020, NHS Employers

Spiritual wellbeing

137. COVID-19 and Ramadan

[Guidance](#) on supporting Muslim staff during Ramadan.

16/04/2020, NHSE/I

138. Supporting staff during Ramadan

An [example of good practice](#) in supporting Muslim staff during Ramadan.

16/04/2020, Bradford Teaching Hospitals NHSFT



139. Celebrating Eid-al-Fitr during COVID-19

[Guidance for Muslims](#) on observing the end of Ramadan safely and [guidance for managers](#) to support colleagues through Ramadan and Eid-al-Fitr.

21/05/2020, The Muslim Council of Britain, NHS People

Bereavement and suicide

140. Leading during bereavement and complex grief

[Support and guidance](#) for leaders in handling their own and their teams' grief during COVID-19 as well as a wide range of resources to support staff.

09/04/2020, Debbie Sorkin and Fiona Rodden for South East COVID-19 Health and Wellbeing



141. Bereavement guide

Central [guidance and support](#) following the loss of a colleague, friend or family member during the COVID-19 pandemic.

24/04/2020, NHSE/I

142. Bereavement letter for next of kin

[Template letter](#) for how to write to a next-of-kin after a COVID-19 death of a staff member.

07/05/2020, NHSE/I

143. Grief and bereavement

[A 6-min film](#) on grief and bereavement by clinical psychologist Dr Ellie Atkins. Authentic, compassionate, and a good guide for when we don't have much time to think.

23/04/2020, Dr Ellie Atkins, Clinical Psychologist, St George's Hospital



144. Coping with COVID-19 bereavement

A [practical brochure](#) about COVID-19 and mental health, focusing on coping with loss or supporting someone else who is coping with a death.

07/05/2020, Oxford Health NHSFT

145. Bereavement support helplines

[Bereavement and trauma support lines](#), including for Filipino colleagues.

21/05/2020, NHSE/I

146. Staying Alive app

Free [suicide prevention app](#) with resources and tools to keep you safe during a crisis. Available on Google play and the App store.

07/05/2020, Grassroots Suicide Prevention

Understanding the needs of our colleagues

147. South East COVID-19 occupational health, physical and psychological health support stocktake, April 2020

Data on [occupational health](#), [physical](#) and [psychological](#) health support across the South East, looking at innovative approaches and what is needed for organisations in the South East.

16/04/2020, NHSE/I South East Leadership and Lifelong Learning team

148. South East Health and Wellbeing stocktake, July 2020

[Full report](#) and a [qualitative summary](#) of new data on where there is good practice across the South East and what support is needed going forward.

16/07/2020, NHSE/I South East Leadership and Lifelong Learning team

General guidance on needs of minority groups

149. Equality Impact Assessment tool

CQC COVID-19 regulatory response pack, including a [PowerPoint](#), [guidance](#) and [example](#) to help meet requirements around impact assessing services and initiatives for protected groups.

21/05/2020, Care Quality Commission

150. Risk reduction framework

This [framework](#) supplements risk assessment of high risk and vulnerable groups to ensure staff safety and should be used in conjunction with the [NHS Employers Guidance](#).

21/05/2020, Faculty of Occupational Medicine, NHS Employers

151. Risk assessment for staff with potential work-related exposure to COVID-19

[Guidance](#) and [assessment toolkit](#) with draft action plan for at-risk individuals across protected groups, including a [letter](#) from Anne Eden, South East Regional Director of NHSE/I.

21/05/2020, NHSE/I South East



152. COVID-19 data tools to support local areas

[Data tools](#) to analyse risk factors for COVID-19 by region, STP, CCG or other geography. Includes clinical risk factors, deprivation, demography and context and vulnerable groups. Also look at the website for [other information tools](#) mapping needs across geographies.

21/05/2020, Public Health England



153. COVID-19: EDI challenges and guidance for equality leads

[Framework guidance](#) for addressing EDI issues during COVID-19 including impacts on specific protected groups of both patients/service users and staff.

23/04/2020, Cavita Chapman, Health Education England

154. Accessible information about COVID-19

[Links to information](#) about COVID-19 in community languages and BSL, information for people of different faiths, learning disability, autism.

30/04/2020, Various

155. Risk assessments for staff

[Guidance for employers](#) on how to carry out risk assessments, particularly for vulnerable groups, to keep all staff safe from COVID-19. Considers impact for BAME, age, disability, gender, pregnancy, religion/belief and actions to be taken.

07/05/2020, NHS Employers

156. Summary of COVID-19 guidance and support for vulnerable groups and protected characteristics

[Summary of guidance](#) including many links to help you support people when completing a risk assessment as an organisation.

21/05/2020, Public Health England and Local Government Association

Supporting Black and Minority Ethnic (BME) staff

157. Wellbeing webinar: Supporting BAME colleagues

[Recording of a webinar](#) (held on 29/04/2020) focused on supporting BAME staff.

30/04/2020, NHS Horizons and NHSI/E

158. Supporting BAME colleagues in the NHS: EDI at the time of crisis and beyond

- [Outline guidance](#) for supporting BAME staff – protection, engagement, representation in decision making, rehabilitation, recovery and communications, by NHS England by Dr Kanani and Prerana Issar.
- [Blog article](#) making the case and a call to action for leaders to address BAME representation in decision making during COVID-19, by NHS Confed by Allen, Evans and Webster.

07/05/2020, NHSE/I, NHS Confederation

Also see '[Supporting those in at high risk and vulnerable groups](#)'.

159. Harmful traditional practices in the workplace

Evidence-based resources to support adults and children, particularly from BME communities and women (e.g. FGM). Resources for working with faith leaders, managing domestic violence in end-of-life care and more:

- [Harmful traditional practices in the workplace](#) and a [workplace awareness video](#).
- [Healthcare and government-specific guidance](#).

23/04/2020, HARM Network at the University of Central Lancashire

160. COVID-19 and BAME mental health

[Slides](#) and [notes](#) from the national IAPT webinar on BAME mental health, discussing the context to understand the needs of BAME communities in COVID-19, providing culturally sensitive therapy and using COVID-19 to change the narrative on BAME mental health.

18/06/2020, IAPT

LGBT+

161. COVID-19: How LGBT-inclusive organisations can help

Various [links and resources](#) to support LGBT+ staff.

16/04/2020, Stonewall

162. LGBT health inequalities

A [short briefing sheet](#) outlining the impact of the COVID-19 safety measures for LGBT people and the support available from the LGBT Foundation.

30/04/2020, LGBT Foundation

163. Trans advocacy

[Online and phone support](#) for LGBT+ advice, domestic abuse and trans advocacy. Factsheets supporting training of staff.

16/04/2020, Galop

Disabilities

164. NHS Workforce Disability Equality Standard

- WDES [guidance](#) on recruiting and managing disabled staff.
- [Minutes](#) from WDES Disabled Network chairs meeting with a summary of experience and impact of COVID-19 on disabled and neurodiverse staff.

21/05/2020, Isle of Wight NHS Trust

165. Disability rights: COVID-19

A wide range of [resources](#) to support people with various disabilities during COVID-19 including general guidance, housing, benefits, shopping, utilities and more.

14/04/2020, Disability Rights UK

166. D/deaf communication

Two-page [guidance](#) on how to support deaf and hard-of-hearing colleagues.

23/04/2020, Health Education England

Neurodiversity

167. Impacts of COVID-19 on autistic staff

[Article](#) outlining the impact of COVID-19 on autistic staff including economic, structure and routine, communications, adjustments, mental health and wellbeing.

16/04/2020, *Autistica*

168. Webcam anxiety: COVID-19 dyslexia, dyspraxia, autism and ADHD

[Advice](#) on what to be aware of, potential anxiety triggers and what adjustments you can make.

16/04/2020, *Exceptional Individuals*

Age

169. Ways to help older people with COVID-19

[Practical tips and helpline support.](#)

16/04/2020, *Age UK*



170. A range of resources for older people and their family

[Alzheimer's Society information](#) for people affected by dementia, [Carers UK COVID-19 guidance](#) and [COVID-19 advice for older people from Which.](#)

30/04/2020, *Various national websites*

Families, children and vulnerable adults

171. #Caring4People wellbeing webinar on supporting working parents

Recording of a [webinar](#) held on 3 June, focusing on supporting working parents. Also, see this [guide for working parents.](#)

04/06/2020, *NHSE/I with NHS Horizons*

172. Support for families and relationships

- [Place2Be](#) and [Chatterpack](#) - includes activities for children.
- [BACP](#) - advice and tips for healthy relationships during lockdown.
- [Inege](#) resources for explaining COVID-19 to children.

30/04/2020, *Various*

173. Mental health for children and young people

- [Young Minds](#) - advice for families and young people on managing their mental health.
- [Mind](#) - information for young people who are worried about COVID-19.
- [Gov.uk](#) - guidance on supporting children and young people's mental health and wellbeing.
- [British Psychological Society](#) - support and advice for schools and parents/carers.

30/04/2020, *Various national websites*

174. Children, young people and adults with autism

- [The National Autistic Society](#) - resources for autistic people and families.
- [Autism Hampshire](#) – resources for individuals and families affected by autism.
- [Autisticistic](#) - blogpost on strategies for coping with COVID-19 as an autistic person.
- [Austistica](#) – guidance on managing employees with autism during COVID-19.

30/04/2020, Various national and regional websites

175. Specialist Educational Needs and Disabilities (SEND)

- [Gov.uk](#) - advice for parents and carers looking after children with SEND including many links, guidance for specific age groups and particular needs.
- [Support4SEND in Surrey](#) - information and advice including home learning, letters to parents, a wide range of helplines and online support.

30/04/2020, Various national and regional websites

176. Cityparents

[Free platform](#) offering expertise and support to help you balance work with family life.

04/06/2020, NHSE/I

Looking to the future

The South East Health and Wellbeing COVID-19 programme may have closed, but the work continues.

We know that the learning we have gained from this work over the past four months will carry forward into our 'usual' roles, but we would like to make a few recommendations for how we support our colleagues' health and wellbeing in the long term.

Health and wellbeing are a fundamental priority

Supporting our colleagues' health and wellbeing has been prioritised during the pandemic more than ever. However, many of the strains we have been addressing existed before and we also face many long-term impacts of COVID-19. We must continue to prioritise the health and wellbeing of our staff if we want to keep them.

This means having executive level leaders owning the health and wellbeing agenda, maintaining regional communities, and sustaining much of the support now available for staff. It also means leaders prioritising their own health and wellbeing and acting as vocal role-models if changes are going to be authentic and permanent.

Commit to new ways of working

We have seen a seismic shift in working practices and many of these will be permanent. This means reviewing our strategies across the board as they will all be impacted.

Whether this is simply committing to some level of flexible working or maintaining a continuous dialogue around wellbeing, we need to consider our ways of working and any unintended consequences.

For example, committing to making space to innovate and reflect is important if we want to maintain compassionate leadership, staff engagement and agile services.

Dismantling systemic racism

While equality, diversity and inclusion have been a top priority for us for a long time, COVID-19 has highlighted the continued disproportionate and unequal impact on BME colleagues. There is a real opportunity for us now to continue amplifying vital conversations and working to address underlying issues. We must all be brave champions, steadfast allies and we must think big.

Recognise the system collaboration enablers

We have long known the importance and value of collaborating across systems, and have been doing so for years in many cases. Yet COVID-19 has enabled more cross-system working than ever, with a common purpose, focused attention and reduction of financial and bureaucratic barriers.

Specific enablers and barriers will have been different in each geography. The experience of new ways of working should act as fuel to the fire to keep this going.

Creating clarity 'for now' while enabling self-agency

The future will always be unclear and adding COVID-19 to the mix makes this ever truer. Yet operating in uncertain environments over the last four months should teach us that providing a level of certainty of direction or task enables greater productivity, better team working and happier colleagues.

However, that does not mean moving to a command and control leadership style but enabling people to have a level of autonomy and self-agency to harness the innovation and creative problem solving we have seen.

Continue the culture of constructive disruption

One helpful aspect of COVID-19 is that it has made us question our ways of doing things and our own roles. We have made explicit a lot of things that were previously implicit, we have raised long-standing issues as they have been brought into sharp relief and made time for things we had overlooked. If we want to maintain the culture of innovation which has come to the fore these last few months, we must continually question our ways of doing things and be open to change them.

Thank you

We would like to thank everyone who has been working tirelessly to support the health and wellbeing of colleagues across health and care. Whether that has been by developing new resources, services and programmes or by supporting and giving others the space to do so. We ask you to take some time to look after your own health and wellbeing, and reflect on your own learning and changes you want to make.



Reflection log

We have all experienced a dramatic shift in work and home life during the pandemic. Some changes highlight things we previously took for granted and will gladly return to, while others help us identify new ways of working that work better for us. There is also more of a focus on health and wellbeing today than we have ever had. Our reflection log will help you reflect on your own learning from COVID-19 and what you want to carry forward into the future, both for yourself and your colleagues.

Download the [reflection log](#) which covers issues such as:

- What do you miss from pre-COVID that you want to reinstate?
- Which new ways of working do you want to keep?
- What have you learned about your leadership style and behaviours?
- How do you sustain a focus on health and wellbeing for yourself and your organisation?
- How do you recognise stress and resilience in yourself?