

CIPD Coronavirus webinar series

Managing the psychological impact of COVID-19

22 May 2020

Welcome

Katie Jacobs, Senior Stakeholder Lead, CIPD

CIPD



Today's speakers

Katie Jacobs

Senior
Stakeholder Lead,
CIPD

Ben Willmott

Head of Public
Policy,
CIPD

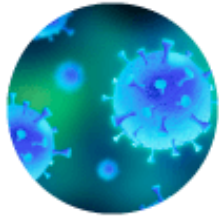
Emma Donaldson-
Feilder

Director,
Affinity Coaching
and Supervision

Cheryl Samuels

Head of People
Strategy,
NHS Improvement

#StrongerWithCIPD



**Covid-19
resources**



**NEW Well-
being helpline**



**Employment
Law helpline**



**Communities
and branches**



***People
Management***



**Knowledge
and content**



Free learning



**Careers
support**



**Professional
credibility**



**Financial
support**

cipd.co.uk/memberbenefits

Context

Ben Willmott, Head of Public Policy, CIPD



Employers have duty of care for people's mental health at work

- Employers have legal duty to protect the health and safety of employees at work, which includes their mental health.
- Employees who have a mental health condition may be disabled as defined by the Equality Act 2010, and will therefore be protected from discrimination during employment.
- Employers required to make reasonable adjustments for employees with disabilities. What is 'reasonable' will depend on the circumstances, the nature of the disability and the resources of the employer.

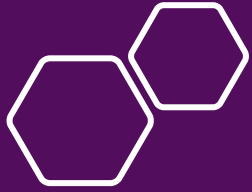
COVID-19 impacts people in very different ways

The psychological impact of COVID-19 on employees will depend on wide range of factors, including:

- Type of sector they work in and job role
- Caring responsibilities
- Household/family circumstances
- Their individual characteristics such as their gender, age, ethnicity and health for example
- Their personal make-up/resilience

Psychological impact of COVID-19 will also vary for different groups within organisations

- Those who have carried on working and attending their place of work through the COVID-19 crisis
- People working from home
- People who have been working from home or have been furloughed and are now returning to the workplace



CIPD: three key tests before a return to workplace

- **Is it essential?** Working from home must continue wherever possible; if not possible, is the work deemed essential and/or are there are options?
- **Is it safe?** People's health and safety is paramount, including their mental health; any return should be gradual to test H&S measures can work for larger numbers
- **Is it mutually agreed?** There needs to be a clear dialogue to ensure people's circumstances and worries are taken into account.

The role of line managers key



Sensitive and supportive 121s – part of the re-induction process to discuss any changes or ongoing support needed



Provide ongoing guidance – to help managers support employees in complex and challenging situations



Line manager wellbeing - line managers themselves will be under acute pressure to manage conflicting demands

Early intervention key - spotting signs of poor or declining mental health

Typical signs include:

Working long hours / not taking breaks

Mood changes

Distraction, indecision or confusion

Withdrawal

Irritability, anger or aggression

Uncharacteristic performance issues

Over-reaction to problems or issues

Disruptive or anti-social behaviour.





Coronavirus (COVID-19): Mental health and returning to the workplace – new CIPD Guide

The law and
mental health

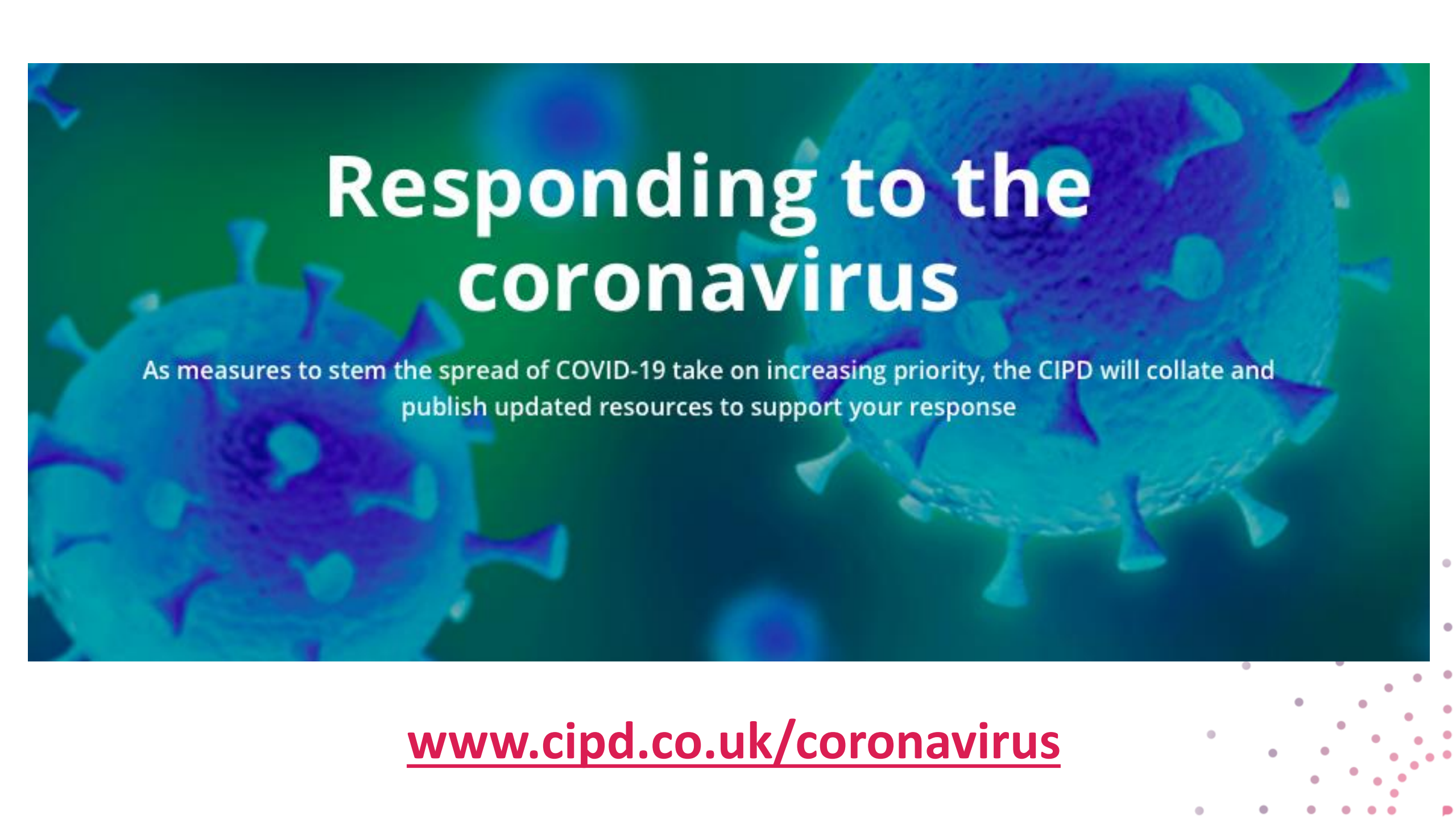
Prevention –
what employers
can do now

Early
intervention

Managing
mental health
disclosures

Supporting the
return to the
workplace

Advice for line
managers

The background of the slide features a close-up, artistic rendering of coronavirus particles. These particles are depicted as spherical entities with a textured, bumpy surface and numerous sharp, conical spikes protruding from them. The color palette is dominated by deep blues and purples, with some lighter blue highlights that give the particles a three-dimensional appearance. The overall effect is a scientific yet visually striking representation of the virus.

Responding to the coronavirus

As measures to stem the spread of COVID-19 take on increasing priority, the CIPD will collate and publish updated resources to support your response

www.cipd.co.uk/coronavirus

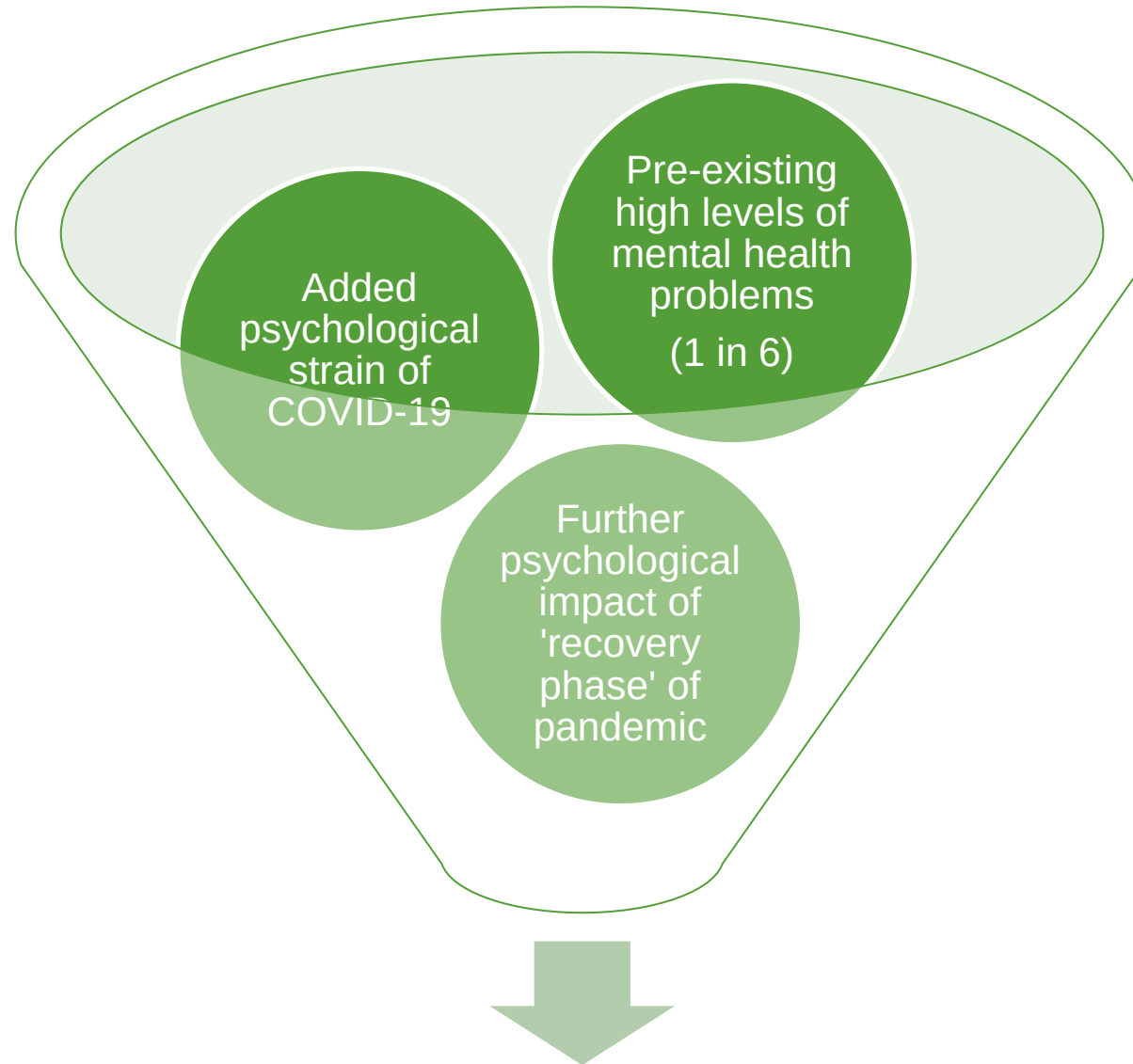
A decorative graphic in the bottom right corner of the slide. It consists of a cluster of small, semi-transparent pink dots of varying sizes. These dots are arranged in a way that suggests movement or a trail, with some dots appearing more prominent than others. The overall shape of the cluster is roughly triangular, pointing towards the bottom right corner.

The vital role of line managers

Emma Donaldson-Feilder, Director,
Affinity Coaching and Supervision

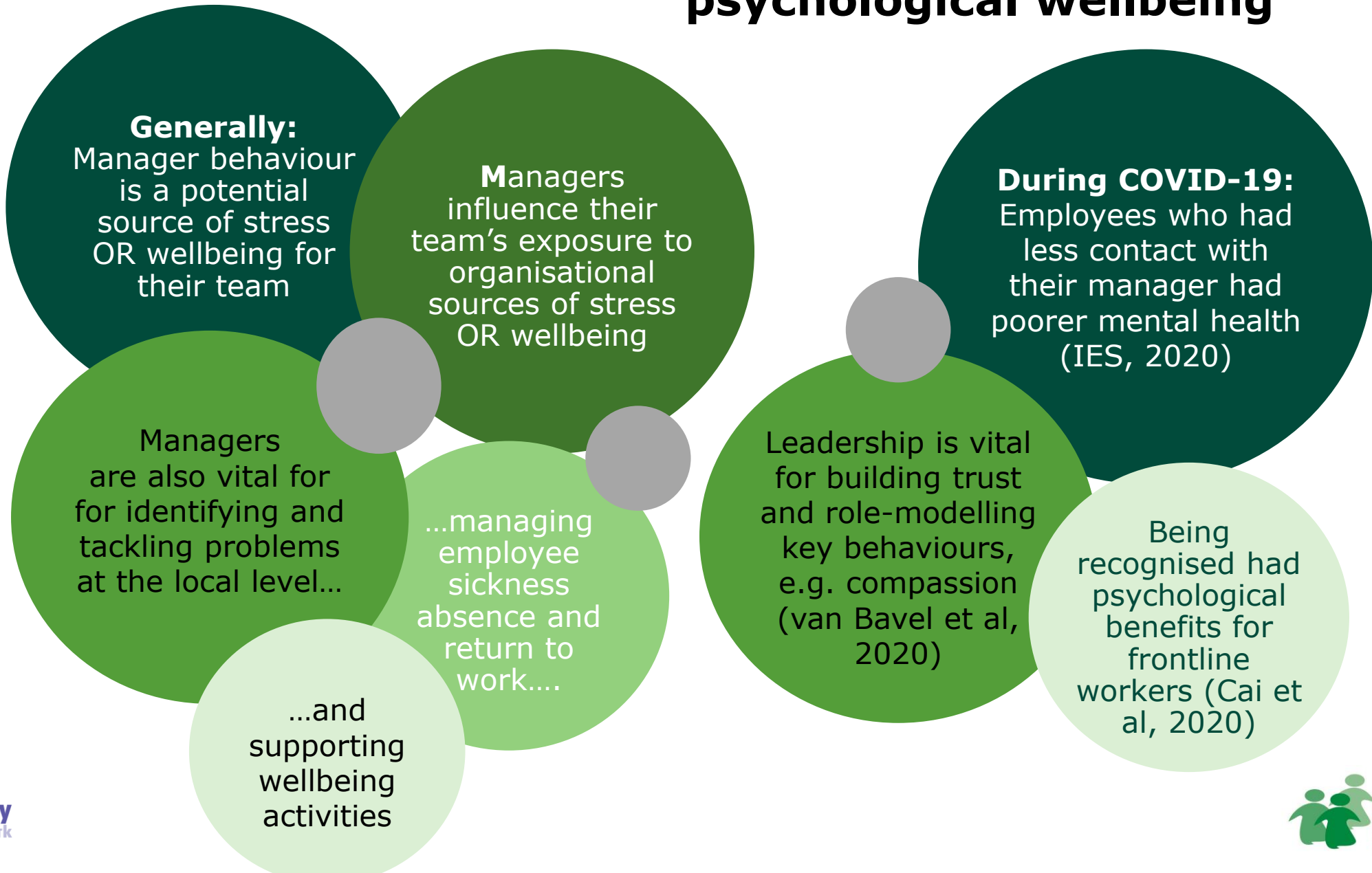
emma@affinityhealthatwork.com





anxiety, uncertainty, sadness, grief,
anger, stress, tension, isolation,
loneliness, overload, overwhelm...

Line managers' role in employee psychological wellbeing



Line management behaviour and stress at work Updated guidance for line managers

Management behaviour for preventing stress

Management behaviour for supporting return to work



Manager support for return to work following long-term sickness absence Guidance

Manager support for return to work: A check list



Employee's name: _____

Manager's name: _____

Date of first absence: _____

Competency	Sub-competency	Do (✓) Don't (X)	Examples of manager behaviour	Date	Comments		
During the employee's absence, the manager...							
While the employee is off		✓	- regularly communicates with the individual via telephone or email - regularly communicates work issues with the individual to keep them in the loop - focuses conversations more on the individual's well-being - is in touch with the individual's close colleagues with regards to their health - encourages work colleagues and other members of the organisation to keep in touch with the individual - relays positive messages through family or friends				
			- makes it clear that the individual should not rush back to work - makes it clear that the company will support the individual during their absence - reassures the individual that their job will be there for them when they return - prevents the individual from pushing him/herself too much to return to work				
			Once the employee has returned to work, the manager...				
			The initial return to work	✓	- gives the individual lighter duties/different jobs during their initial return to work - incorporates a phased return to work for the individual - remains objective when discussing return-to-work adaptations for the individual - explains the return-to-work process/procedures to the individual before they return - explains any changes to the individual's role, responsibilities and work practices - meets the individual on their first day back - makes the individual's first weeks back at work as low-stress as possible		



Out of sight, out of mind - Interactive questionnaires

Related pages

OSH practitioner self-
framework

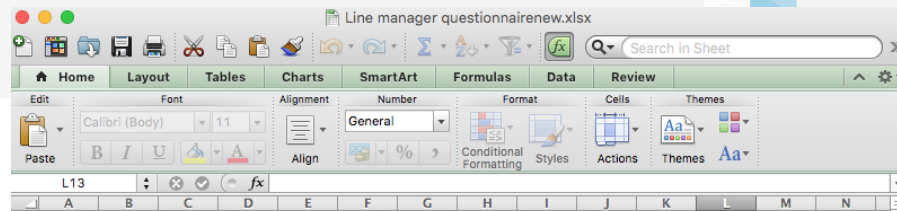
[interactive-questionnaire](#)

Hazards and risks

Barriers and facilitators

Top tips

Case studies



Instruction sheet

The questionnaire in this document allows you to assess how far your own effective behaviours for supporting occupational safety and health in distributed to help you to reflect upon your own behaviour and management style. You also your perception of your own behaviour, to another person's perception of your behaviour.

Note: the term "Distributed worker direct reports" (DWDs) is used throughout who report directly to you or whom you manage. By distributed/remote workers all or part of their week working away from a main location. For example, this is companies, in public or domestic spaces, at the roadside, in the countryside, etc.

How to use this document

1. Please complete the **questionnaire on the next worksheet of this doc** at five behavioural areas that are important for you to support occ distributed or remote workers. You are asked to consider a range of st and put a cross in the column that most closely represents your statement.
2. If you would like to compare your perception of your own beh perception, please see below for hints and tips to help you choose wh Once you have chosen whom you would like to give you feedback, ple **questionnaire document** (available at <https://www.iosh.co.uk/Box/interactive-questionnaires.aspx>), to your chosen recipient and ask them to complete it.
3. Once you have completed your questionnaire your scores will appear document ("Leadership style"). If you are not getting feedback from an score" column to help you reflect on what changes you would like to make in your "next" section below to help you plan action.
4. If you have asked another person to give you feedback, once you response from them, enter the scores they provide in the "other person's" worksheet of this document ("Leadership style"). The system will calculate the "difference between self and other" score in the final column. You can help you reflect on what changes you would like to make and the "Why" help you plan action.

Hints and Tips about getting feedback from another person:

In choosing the person to give you feedback, please consider the following:

- This person needs to be someone who has a good knowledge of the workers that work for you. The best-case scenario would be for this to report (DWDs). If this is not possible/appropriate, it could be your own seen how you manage distributed workers. It is important that this person observed, your management approach when managing distributed workers.
- It is important that this person is as honest and open as they questionnaire. Please be sensitive to how the other person might feedback and consider this in both choice of, and approach to, your request. Their full responses to the questionnaire, but will receive a summary of person will be asked to retain their full responses in order that, should you can explore in more detail where your perceived strengths and development.

What do I do next?

To improve your effectiveness in supporting occupational safety and health for

Line manager questionnaire

Behaviour	Never	Seldom	Sometimes	Often	Always
I always give DWDs' positive feedback when they perform well					
I give DWDs special recognition when their work is very good					
I commend DWDs when they do a better than average job					
I personally compliment DWDs when they do outstanding work					
I acknowledge DWDs' good performance					
Behaviour	Never	Seldom	Sometimes	Often	Always
I communicate a clear and positive vision of the future					
I treat DWDs as individuals, and support and encourage their development					
I give DWDs encouragement and recognition					
I foster trust, involvement and cooperation among DWDs					
I encourage thinking about problems in new ways, and question assumptions					
I am clear about my values and practise what I preach					
I instil pride and respect in others and inspire DWDs by being highly competent					
Behaviour	Not at all	A little	A fair amount	Quite a lot	A great deal
I ensure DWDs know where they stand with me and how satisfied I am with what they do					
I recognise DWDs' potential					
I use my power to help DWDs solve problems in their work					
I 'bail out' DWDs at my own expense					
I create confidence in DWDs such that they would defend and justify my decision if I were not present to do so					
I understand DWDs' problems and needs					
I would characterise the working relationship with my DWDs as good quality					

Managing remote workers

Moving beyond/inside behavioural frameworks



Kindness and care... Compassionate Leadership models...

NHS

Helping – taking thoughtful and intelligent action to help others

Understanding – arriving at a measured understanding through dialogue and perhaps having to reconcile conflicting perspectives

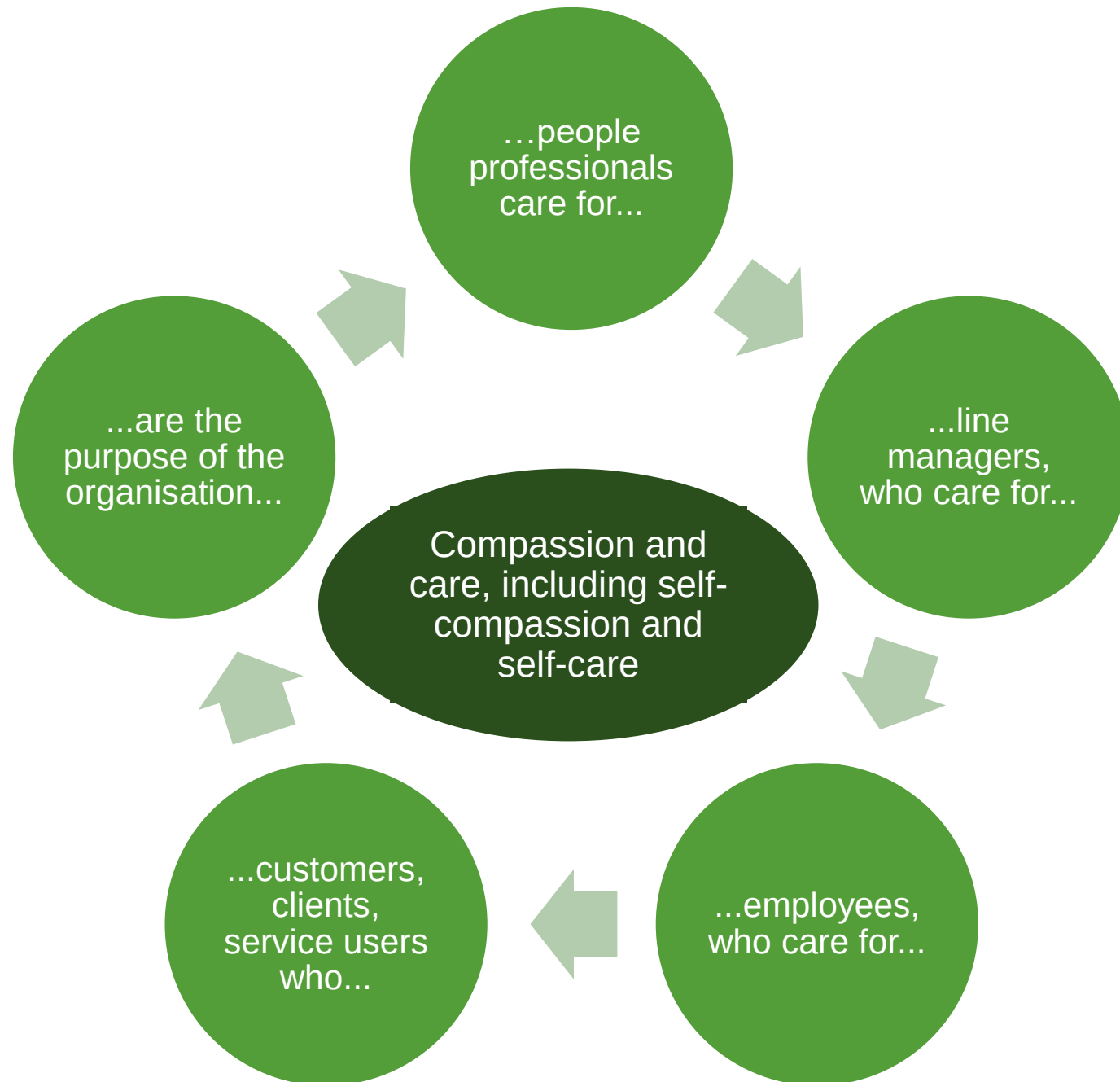
Empathising – feeling the distress without being overwhelmed

Attending – paying attention to the other and noticing

Roffey Park

Trying to create a compassionate culture whereby seeking or providing help to alleviate a sufferer's pain is not just acceptable but is seen as the norm – encouraging close relationships and compassionate responses

Being a compassionate person – alive to the suffering of others, non-judgemental, tolerating personal distress, empathetic, appropriate action



Case study

Cheryl Samuels, Head of People Strategy
Health & Wellbeing of the NHS Workforce
NHS England & NHS Improvement
@Chezzy319



Three phases of support for staff during COVID-19

Anticipating peak of demand

Demands reach peak

Through the peak



What will be happening?	• Worrying about own and family safety • Fear about the demand to come • Worry about what I/we will be asked to do • Will I be enough? Will I be OK? • Who has my back?	• Intense and consuming periods of work • Limited attention to own self and needs • Guilt, remorse, worry about own performance and expectations of others e.g. families, colleagues, media	• Thrive and growth – I got through this – every moments counts • Morale injury – I have had to make tough decisions had negative impacts and were beyond my control • Survivor guilt – I made it through – why me and not them • What & how have I just been through • What if this happens again
-------------------------	--	--	---

Front Door
National
Helpline
number and
text service

SAMARITANS



Physical Welfare
co-ordination
for essential
food, transport,
accommodation
and childcare
helpline
& information
hub

Hospice network
Complex
bereavement and
grief support



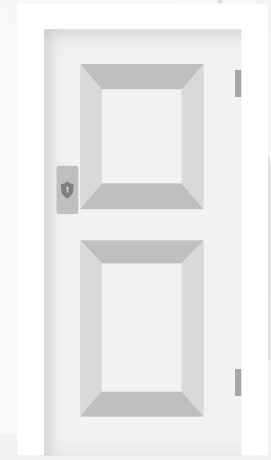
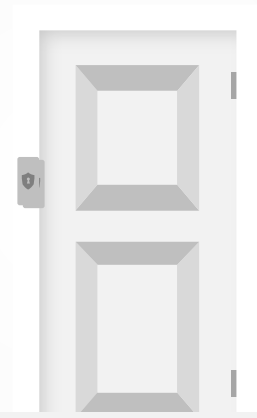
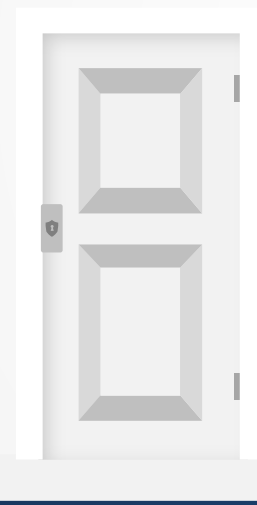
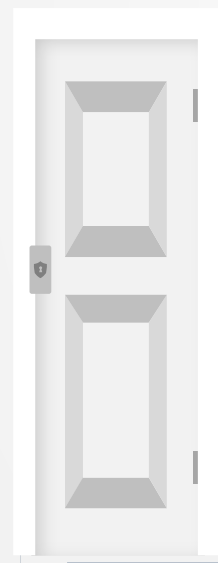
Individual, Line manager and team upskilling
and support
offer



Free access to
physical and
psychological
support apps &
microsite
information hub



Group and 1-1
emotional and
psychological support



**Investment &
upskill of OH
& EAP
services**

Priority access to
critical physical &
mental health services



#Caring4NHSPeople

Ways to access support during COVID-19



1

Website and App

Information, and access to group and 1-1 support direct to your phone, laptop or PC



Free access to Mental Health Apps:

[Unmind](#)
[Headspace](#)
[Sleepio](#)
[Daylight](#)

5



2

Helpline

For all NHS Staff –
call **0300 131 700**
07:00-23:00

SAMARITANS



Silvercloud

Mental Health Modules for Stress, Resilience, Sleep and Anxiety.
Use the code **NHS2020**

4

3

TEXT

Send the text **'FRONTLINE'** to **85258** to start a conversation

shout
for support in a crisis

Calls to the
Wellbeing Helpline

1999
Duration of calls
16 mins

Text helpline
conversations

925
20:00-22:00
peak hours

App and self-help
modules
downloaded

108,697

Weekly webinar
participants 8300

NHS Staff Health and Wellbeing support COVID-19



People.nhs.uk website < >

96,000	129,394
Visitors	Page visits

- Most download content: How to support staff during Ramadan
- ABC of resilience
- 10 minute pause space

How will we know if
it is making a
difference?

- Process measures in place so we can judge activity and themes
- Working with AHSN's on a 'so what' evaluation

What we learning? <

- Listening services both formal and informal vary in their take up
- There is a rush to jump in with psychological interventions when distress is observed
- Loneliness, hopelessness and negative thoughts about life have increased each week
- Those who are shielding and supporting from behind the front line are experiencing guilt and frustration

Coming next: >

Faith Leaders – how we involve our local and national faith leaders to grow and amplify the support they are delivering

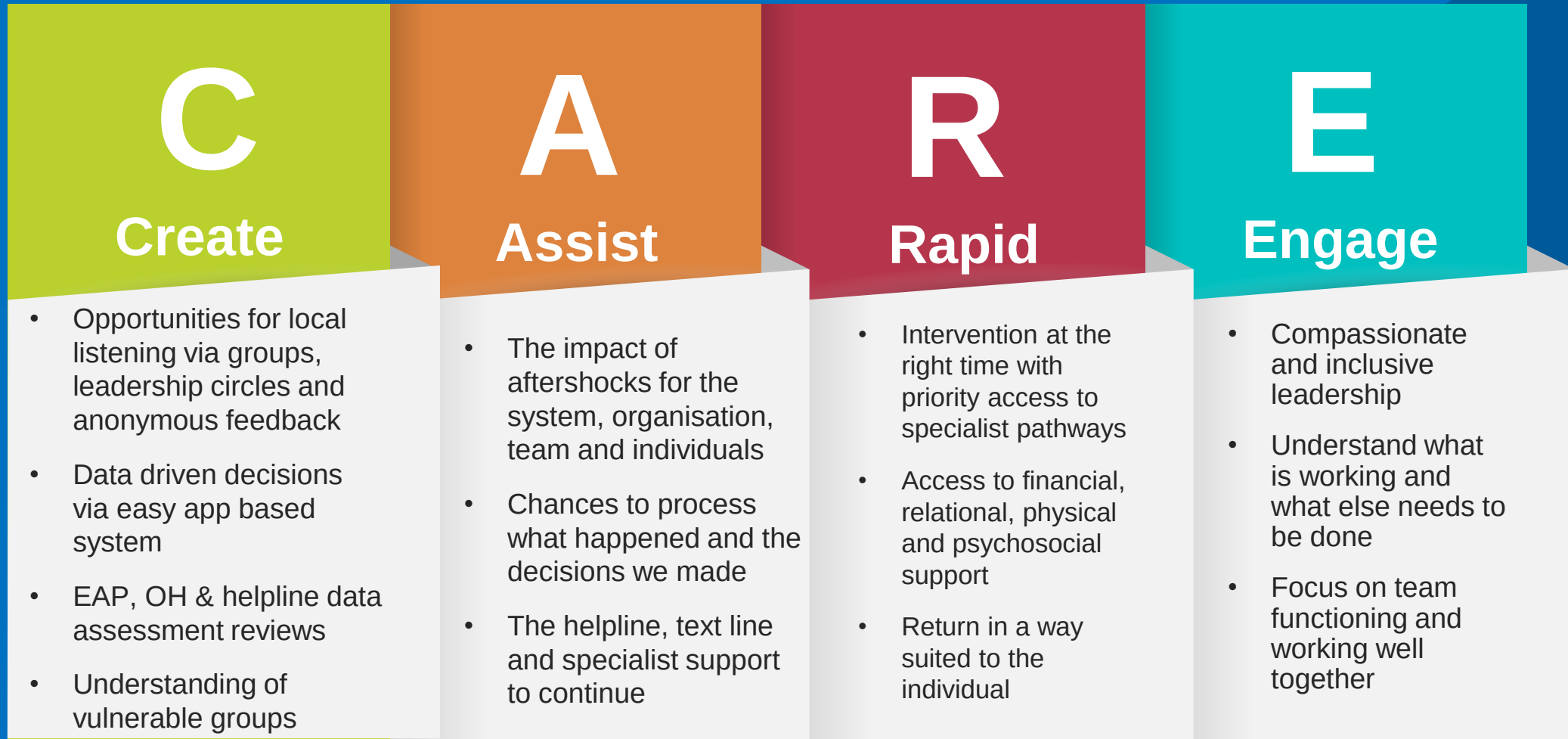
Supporting your teams to recover with the – How am I and How are you package

Priority mental health pathways established – KCL how am I tool

Citizens Advice pilot in South East results

Fillipino counselling service goes live

HWB Recovery plan for staff – COVID-19



Any Questions

“COVID-19 has taught us so much, and recovery will require NHS leaders to be more dynamic and create, compassionate, civil and respectful workplaces.”

Cheryl Samuels

Head of People Strategy

Health & Wellbeing of the NHS Workforce

NHS England & NHS Improvement



@Chezzy319



NHS

#Caring4NHSPeople

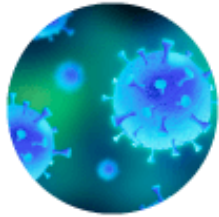
Questions

Please submit your questions for:

- Ben Willmott, Head of Public Policy, CIPD
- Emma Donaldson-Feilder, Director, Affinity Coaching and Supervision
- Cheryl Samuels, Head of People Strategy, NHS Improvement

Please use the Q&A function to submit your questions

#StrongerWithCIPD



**Covid-19
resources**



**NEW Well-
being helpline**



**Employment
Law helpline**



**Communities
and branches**



***People
Management***



**Knowledge
and content**



Free learning



**Careers
support**



**Professional
credibility**



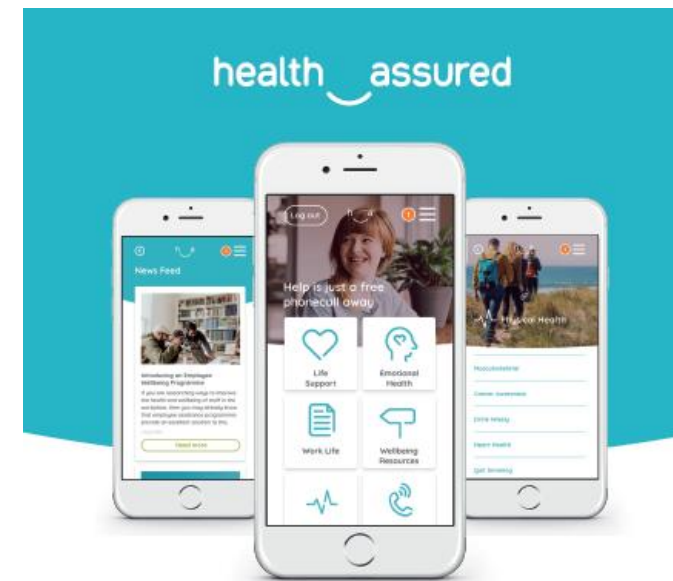
**Financial
support**

cipd.co.uk/memberbenefits



New Well-being Resources

- We've partnered with **Health Assured** to support members mental health and well-being
- Unlimited free 24/7 confidential telephone helpline, online portal & Health e-Hub app
- The resource provides:
 - Legal information
 - Debt and financial information
 - Manager consultancy and support
 - Information on work and home issues
 - Factsheets, advice, information and self-help tools
 - Links to specialist support organisations
 - A resources area with; programmes, videos, webinars, medical information and mini health checks.



Health e-Hub from Health Assured
Support in the palm of your hand

[Download the Health e-Hub now](#)

Further information

[NEW well-being helpline for CIPD members](#)

cipd.co.uk/coronavirus

[CIPD COVID-19 workforce planner](#)

[CIPD community](#)

[Gov.uk/coronavirus](https://gov.uk/coronavirus)

