

Need Identified	Intervention objectives, from NICE PH 22	Activity examples (not exhaustive)	Output/ performance indicators examples (not exhaustive)
<p>Stress, anxiety and depression identified as an issue through ESR data and staff survey results</p> <p>High levels of stress, anxiety and depression absence</p>	<p>Organisational</p> <p>Preventive</p> <p>Strategic and co-ordinated approach to promoting employees mental wellbeing</p>	<ul style="list-style-type: none"> • Anti stigma and discrimination campaigns • Signed up to the Mindful Employer Campaign by the Board • Member of NW Mindful Employer Network • Equality Impact Assess policies • Staff engagement activities • Health and wellbeing dashboard reported at Board • Board level HWB Champion nominated and communicated to staff 	<ul style="list-style-type: none"> • Active E+D Policy consulted on, and in place including work to create awareness and understanding of mental wellbeing and reduce stigma and discrimination • Processes for job design, selection, recruitment, training, development and appraisal promote mental wellbeing and reduce discrimination • Staff engagement strategy • Reporting of health and wellbeing and engagement at board level • Strong visible leadership at an organisational level • Ensure all staff groups are included within policy and strategy development including shift workers, part-time staff and migrant workers, who may otherwise be marginalised • All new and revised policies screened for potential mental health impact
	<p>Managing the risks to employers mental health</p>	<ul style="list-style-type: none"> • Proactive and reactive use of HSE Management Standards and tools 	<ul style="list-style-type: none"> • No. of risk assessments undertaken in identified hot spots, with annual review of activity
	<p>Flexible working</p> <p>Range of flexible working options available on request</p>	<ul style="list-style-type: none"> • Promotion of flexible working arrangements for staff 	<ul style="list-style-type: none"> • Staff survey results on flexible working (KF 9) • Flexible working requests made and % granted
	<p>Promotion</p> <p>Assessing opportunities for promoting employees mental wellbeing</p>	<ul style="list-style-type: none"> • Develop a communications strategy, linked to health improvement goals • Target specific training where need is greatest 	<ul style="list-style-type: none"> • No. and type of promotion activity • Activities with hot spot groups and in hot spot areas
	<p>Rehabilitation</p> <p>Strategic and co-ordinated approach to promoting employees mental wellbeing</p>	<ul style="list-style-type: none"> • Appropriate mental wellbeing pathways developed and monitored 	<ul style="list-style-type: none"> • Take up of mental wellbeing services from employees related to prevalence of mental ill health in areas/staff groups • Average length of a mental ill health absence calculated • Incidence rate used for monitoring

Role of line managers		
<p>Preventive Promote a management style that encourages participation, delegation, constructive feedback, mentoring and coaching Ensure managers skills include motivation, provide training and support and develop job satisfaction</p>	<ul style="list-style-type: none"> • Provide training on mental wellbeing for managers in hot spot areas identified through high mental ill health absence • Utilise the HSE Stress Management Competency Indicator Tool 	<ul style="list-style-type: none"> • Percentage of current line managers trained in mental health awareness e.g. Mental 1st aid, Impact on Depression etc. • Staff survey 'Support from immediate managers' KF 15 • Uptake rate of training in targeted groups
<p>Promotion Support staff to take part in wellbeing activities</p>	<ul style="list-style-type: none"> • Provide time to attend activities during the working day 	<ul style="list-style-type: none"> • Range and areas of uptake from staff of mental health promoting activities
<p>Rehabilitation Provide timely referrals and information to staff on appropriate services Remain in contact with employees off work due to mental ill health</p>	<ul style="list-style-type: none"> • Compliance with OH and Sickness Absence policies 	<ul style="list-style-type: none"> • Monitoring of compliance with policies
Individual behaviour change		
<p>Employees made aware of their responsibilities for looking after their own mental health Well advertised systems for suggestions, complaints, grievance and whistle blowing</p>	<ul style="list-style-type: none"> • Utilise Five Ways to Wellbeing and other sourced materials- link to comms strategy 	<ul style="list-style-type: none"> • Staff Survey stress indicator KF 18, % of staff suffering work related stress in last 12 months • Attendance at promotion events • Distribution of information, no.s and location etc • No.s of suggestions received • Rate of violent incidences followed up