

Resources

Exercises/Discussion questions (to reflect on or discuss with a colleague)

1. What are the levels of vacancies, sickness absence and staff turnover in your organisation (or your area of the organisation)? How do these compare with the national averages given in this chapter?
2. What are the main sources of stress you see in your work or the work of those you lead?
3. What are the underlying causes of these sources of stress and what role can you and other leaders play in reducing or eliminating them?
4. What can be done to reduce or eliminate those sources of stress?
5. How could staff be better attracted to coming to work in your organisation?
6. What could be done, thinking radically, about how best to retain staff working in your organisation (or your part of the organisation)?

Questionnaires

A standard *measure of strain or burnout* is the work-related burnout scale from the Copenhagen Burnout Inventory⁷⁸ (used in the General Medical Council Training Survey), with the following seven items:

1. Is your work emotionally exhausting?
2. Do you feel burnt out because of your work?
3. Does your work frustrate you?
4. Do you feel worn out at the end of the working day?
5. Are you exhausted in the morning at the thought of another day at work?
6. Do you feel that every working hour is tiring for you?
7. Do you have enough energy for family and friends during leisure time?

Guidance on using this questionnaire is provided in Appendix 1.

Websites

1. The NHS England website to support staff during the pandemic
This has had more than 700,000 visits in its first year and includes support phone lines, free apps, text messaging support, 20 short guides to help support staff with skills and new ways to improve their experience of work. The guides cover topics such as personal resilience, support for line managers and how to run a '10 min Pause Space'.
<https://people.nhs.uk/>
2. The Practitioner Health Programme
This programme offers a range of support for the multi-disciplinary healthcare team, including resources specifically for NHS nurses dealing with work-related stress.
<https://www.practitionerhealth.nhs.uk/wellbeing-and-mental-health-for-nurses>
3. Skills for Care
An independent charity experienced in supporting workforce development and working as a delivery partner for the Department of Health and Social Care. They offer a guide on dealing with stress for those working in social care.
<https://www.skillsforcare.org.uk/About/News/News-Archive/Tackling-stress-in-adult-social-care-this-Mental-Health-Awareness-Week.aspx>
4. A warning that the pandemic will only add to the stress faced by health and social care workers in the long term.
<https://www.nature.com/articles/s41591-020-0878-4>

Videos

Social Work Scotland, Iriss and the Scottish Social Services Council have worked in partnership to draw together helpful resources for social service practitioners and their organisations to support them to think about and promote well-being and resilience.

<https://www.iriss.org.uk/resources/reports/resilience-resources>

An American Medical Association video with well-being experts from three health systems sharing how they supported clinicians' wellness during the covid-19 pandemic. They were: Nigel Girgrah, MD, PhD, Chief Wellness Officer at Ochsner Health, an AMA Health System Program Partner; Amy Locke, MD, Co-Director of the Resiliency Center at the University of Utah Health in Salt Lake City; and Bryant Adibe, MD, System Vice president and Chief Wellness Officer at Rush University System for Health in Chicago. (18 minutes)

<https://www.ama-assn.org/practice-management/physician-health/5-factors-contributing-physician-stress-during-pandemic>