



Managers' Toolkit Staff Wellbeing during COVID & Beyond

March 2022

Hear
You

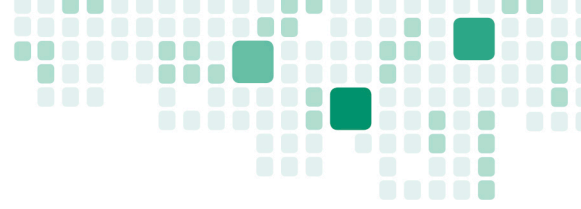
Protect
You

Prepare
You

Support
You

Care for
You

Recognise
You



What is in the Managers' Toolkit?

1. The top three priorities for managers
 2. Staff Wellbeing during COVID & beyond & your leadership contribution
 3. Leading your team through COVID, leave no one behind
 4. Signs you or your team are not doing well & how to respond
 5. More support if & when you need it
 6. Taking care of practical matters
 7. Further reading and resources
- Appendix 1. Staff Wellbeing during COVID-Managers contribution highlighted

When you see a word underlined, this is a hyperlink and will take you straight to the resource.





1. The Top Three

This Managers' Toolkit is a resource for planning wellbeing for you and your staff, during and beyond the COVID surge. Managers are the key to creating a workplace where staff thrive and are empowered to provide amazing care. The top three ways you can create this ideal environment, are:

#1 Because you are central to creating a safe and supportive environment, your wellbeing is priority.

Please take time to plan for your wellbeing. You may find the Personal Wellbeing Plan helpful as it will prompt you to identify how you sustain your own wellbeing and notice the early signs that you may be struggling. You may wish to partner with another manager to be a Wellbeing Buddy and develop a peer support relationship.

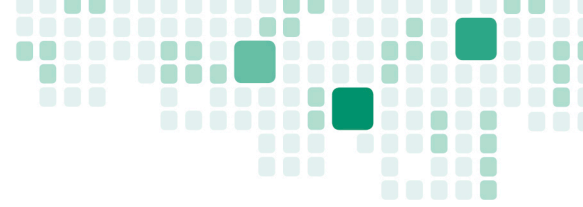
#2 Lead your team into wellbeing, leave no one behind.

Facilitating regular team huddles and team meetings to listen to and observe your staff. This time together provides an opportunity to pick up early signs someone in your team may be struggling. If you can see that someone looks like they are not their usual selves, take them to a quiet, confidential place, for a gentle conversation. Remind them about EAP and the Personal Wellbeing Plan.

#3 Reduce uncertainty for staff by communicating regularly and frequently.

The absence of information can lead to distress, as people start to speculate and form their own ideas to fill the void. You can reduce uncertainty for your team by sharing what you know and pointing the way to the most recent COVID related communications.





2. Staff wellbeing during COVID & beyond & your leadership contribution

The Staff wellbeing during COVID and beyond plan (the plan) has been designed to provide guidance on what the organisation, managers' and staff can do to ensure wellbeing during the COVID surge and beyond. The plan consists of six elements that enable us to consider the ways in which we can plan for wellbeing or seek support.

You can see the plan [here](#)

The six key elements that form the foundation of the plan and require your contribution are:



Hear You: Listen and act on lived experience of staff, to understand and address concerns to the extent leaders are able.

Protect You: Reduce the risk of acquiring COVID-19 and/or being a transmitter.

Prepare You: Provide training, support, and encourage staff to plan for wellbeing.

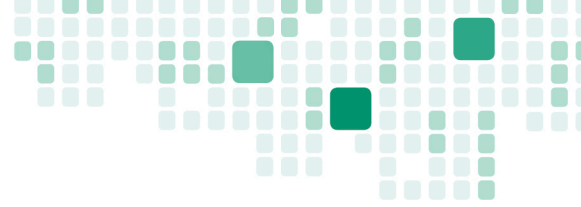
Support You: Acknowledge demands and human limitations in times of great patient need.

Care for You: Provide holistic support for team members and their families if isolation is required (or other sources of distress occur).

Recognise You: Share good news stories, celebrate success, and recognise the contributions of staff.

Please refer to the plan to see how each of these elements will be fulfilled by the organisation, managers' and staff.





3. Leading your team through COVID, leave no one behind

It is helpful to look at what we all need for wellbeing, so we can thrive in all aspects of life, including work. This conceptual model developed by the EMHS Wellbeing Advisory Group (2021) shows how this can be achieved. The Staff wellbeing during COVID and beyond plan focuses on creating safety, security, and wellbeing in the workplace, by addressing the two parts at the base of the triangle.



Figure 1.





Please refer to the plan and you will see a range of activities which set the scene for wellbeing in the workplace. Use this checklist for yourself and your team:

	<h2>Implementation actions</h2>
	Show the plan to your team and discuss the support and resources available
	Ensure easy access to appropriate PPE & that staff have time allocated to complete PPE training
	Ensure staff complete P2 / N95 fit testing
	Support transition to new or unfamiliar areas
	Seek out ideas from your team about what they need to be safe & well
	Provide information about being a Wellbeing Buddy & encourage peer support
	Encourage staff to make a Personal Wellbeing Plan (this prompts wellness activities and wellbeing reflection)
	Promote use of wellbeing resources & other support information & ensure easy to access to resources for all staff
	Normalise help-seeking behaviour, ask early
	Monitor staff, looking for early signs that staff are struggling & provide support 1:1 or in a group
	Promote staff use of EAP
	Designate an area where staff can take a break, inside or outside
	Ensure staff take, breaks during shift
	Support the taking of leave as the need arises
	Recognise & celebrate staff for their contributions e.g. Use EMHS “Thank You” Cards
	Share good news stories and positive feedback with teams

If you are having difficulty with any of these actions, please speak with a peer, your line manager and/or seek support from Workforce.





4. Signs you or your staff are not doing well & how to respond

Sometimes, despite the most thorough planning and preparation, people can still be troubled and worry.

WorkSafe WA (2022) have identified that some workers may be more at risk when exposed to psychosocial hazards, such as the pressure and unpredictability that may come with the COVID surge. You will need to keep a close eye on all staff, but particularly those who fall into a high-risk category including people:

- who are younger, in training, older, or who are new to the organisation or doing new unfamiliar tasks
- from culturally and linguistically diverse (CALD) backgrounds.
- who have experienced work-related injury, illness, or previous exposure to a traumatic event.
- who experience domestic violence and when working from home increases their exposure.
- with a pre-existing mental health diagnosis, which may be impacted by the considerable pressure a COVID surge brings.

The following signs can be a strong signal that a person is troubled:

- Displaying a lack of interest in things they would normally enjoy or be involved in
- Abruptly changing in tone, volume or mood
- Pausing for long intervals between speaking
- Withdrawing
- Not concentrating well
- Rigid and inflexible attitude
- Overreacting to minor things
- Evoking high or exaggerated emotions – teary, angry, anxious, fearful, sad





If you can see that someone looks like they are not their usual selves, take them to a quiet, confidential place, for a gentle conversation and to offer your support. Remind them about EAP and the Personal Wellbeing Plan.

It could well be that someone in your team finds they are overwhelmed and troubled, and you are concerned for their personal safety. You do not have to manage this alone. There are internal and external services which you can seek direction from or refer your staff.

Internal

- EAP Converge International – to make an appointment call **1300 687 327** or submit a booking request online or
- EAP LifeWorks – call **1300 361 008** to make an appointment and remember to ask for Manager Support

External

- Beyond Blue Coronavirus Mental Wellbeing Support Service – call **1800 512 348** or reach out via online chat or forums.
- Lifeline – 24-hour crisis support – phone **13 11 14**
- Nurse and Midwife Support – phone **1800 667 877** – A 24/7 national support services for nurses and midwives providing access to confidential advice and referral.
- Doctors' Health Advisory Service WA (DHASWA) Advice Line – phone **08 9321 3098** - a 24/7 Western Australian advice line for doctors in need of help or wanting to speak with a DHASWA doctor.





5. More support if & when you need it

If you need help with anything at all, please reach out to your line manager or your support partners. Please see details below for your quick reference.

<p>Royal Perth Bentley Group</p> <p>Centre for Wellbeing & Sustainable Practice</p> <p>RPH HR Team</p> <p>Bentley HR Team</p>
<p>Armadale Kalamunda Group</p> <p>Wellbeing at AKG</p> <p>HR Team</p>
<p>East Metropolitan Health Service</p> <p>HR Team</p> <p>Work Health & Safety Team</p> <p>WHS Wellbeing EMHS.Wellbeing@health.wa.gov.au</p>



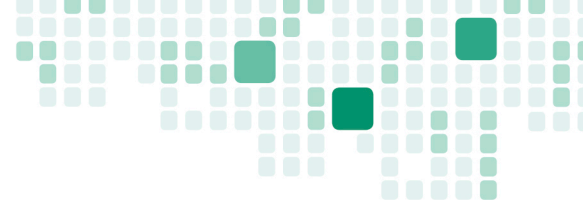


6. Taking care of practical matters

This a **quick reference list** for you, with hyperlinks to all the tools and resources you need to achieve the Staff Wellbeing during COVID & beyond plan.

- Feedback & ideas EMHS.Wellbeing@health.wa.gov.au
- EMHS Staff Wellbeing during COVID [plan](#)
- EMHS Staff Wellbeing during COVID [Hub](#)
- EMHS Staff Wellbeing during COVID intranet at [Home](#)
- Transition [guidance](#)
- Wellbeing Buddy [guidance](#)
- Looking out for signs of staff [overwhelm & worry](#)
- Personal Wellbeing [Plan](#)
- Personal Wellbeing Plan [guidance](#)
- Self-isolation [Plan](#)
- Mental health emergency [contacts](#)
- EAP [options](#)
- EMHS Formal & informal recognition [program](#)
- RPBG [Wellbeing](#)
- AKG [Wellness](#)





7. Further reading and resources

Black Dog Institute, (2022). *Importance of self-care planning*. [COVID-19 Self-Care-Planning_Black-Dog-Institute.pdf](#)

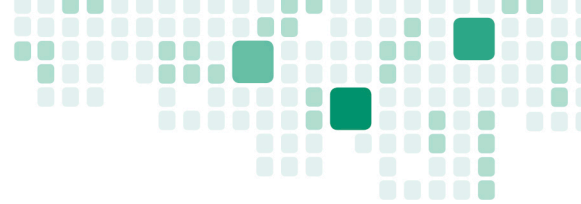
CALHN Organisational Development Team, (January, 2022). *How to support each other during this time*. [Wellbeing-Buddy-v2.pdf](#)

Commission for Occupational Safety & Health, (February, 2022). *Psychosocial hazards in the workplace: Code of Practice*. [Psychosocial hazards in the workplace - code of practice \(commerce.wa.gov.au\)](#)

Institute for Healthcare Improvement, (2022). *A Guide to Promoting Health Care Workforce Well-Being During and After the COVID-19 Pandemic*. [www.ihl.org](#)

Superfriend, (2022). *How to spot somebody in distress*. [How to spot someone in distress - SuperFriend](#)





APPENDIX 1.

EMHS Staff Wellbeing during COVID-Managers contribution highlighted

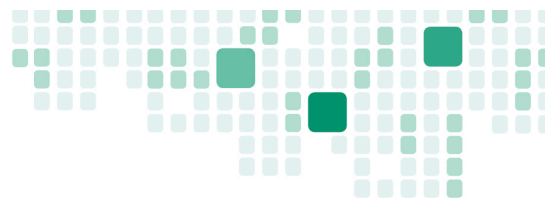
EMHS Staff Wellbeing during COVID

	Hear You	Protect You	Prepare You	Support You	Care for You	Recognise You
The ORGANIZATION will:	<ul style="list-style-type: none"> Reduce uncertainty with regular communication Welcome feedback & questions 	<ul style="list-style-type: none"> Provide P2 / N95 fit testing Provide resources to ensure up to date vaccinations 	<ul style="list-style-type: none"> Rapid onboarding/induction program (new staff) Provide guidelines to support transition of staff to new roles Provide a Managers Toolkit Provide COVID response plans Provide relevant training & education programs 	<ul style="list-style-type: none"> Redeploy staff to support teams at the frontline, when required Provide access to leave such as COVID leave 	<ul style="list-style-type: none"> Promote access to Employee Assistance Program (EAP) Ensure all staff can easily access Wellbeing resources through the hub Provide Wellbeing Buddy guide for peer support 	<ul style="list-style-type: none"> Share & celebrate success stories Continue with the EMHS formal recognition program
MANAGER will:	<ul style="list-style-type: none"> Facilitate freeway, regular communication & escalation points Share organisational communication with all staff 	<ul style="list-style-type: none"> Ensure easy access to appropriate PPE if staff have time to complete training Ensure staff complete P2 / N95 fit testing and up to date with vaccinations. Ensure departments are COVID ready 	<ul style="list-style-type: none"> Support transition to new or unfamiliar areas Seek out ideas from staff about what they need to be well Provide information about being a Wellbeing Buddy & encourage peer support Encourage staff to make a Personal Wellbeing Plan Provide access to COVID plans and resources 	<ul style="list-style-type: none"> Designate an area where staff can take a break, inside or outside Coordinate breaks during shift Support the taking of leave as the need arises Support the deployment of staff, as required 	<ul style="list-style-type: none"> Promote use of wellbeing resources & other support information & ensure easy to access to resources for all Staff Facilitate end of shift huddles and supportive team meetings. Encourage staff to identify a Wellbeing Buddy Normalise help-seeking behaviour Monitor staff wellbeing looking for early signs that staff are struggling & provide support 1:1 or in a group Promote staff use of EAP 	<ul style="list-style-type: none"> Recognise & celebrate staff for their contributions Use EMHS "Thank You" Cards to provide immediate recognition Share good news stories and positive feedback with teams.
We are asking YOU to:	<ul style="list-style-type: none"> Participate in start and end of shift huddles & team meetings Keep up to date with organisational communications and global messages 	<ul style="list-style-type: none"> Ensure you are P2 / N95 fit tested Complete PPE training Follow PPE requirements Take responsibility for staying up to date with vaccination requirements. 	<ul style="list-style-type: none"> Make a Personal Wellbeing Plan Be aware of COVID response plan requirements relevant to your area 	<ul style="list-style-type: none"> Alert your manager or any other staff who need to be notified to take leave Follow any requirements for self-isolation Support your peers as a Wellbeing Buddy 	<ul style="list-style-type: none"> Have a Self-Isolation Plan & learn how to be prepared for isolation & managing a COVID-19 recovery at home Know where you can access wellbeing support services and information Know the early warning signs that appear, when you are struggling and WELLBING Identify a Wellbeing Buddy 	<ul style="list-style-type: none"> Celebrate your colleagues using formal recognition programs

We acknowledge the source for this plan, which can be accessed here: A Guide to Preventing Health-Care Workforce Well-Being During and After the COVID-19 Pandemic, Boston, Massachusetts: Institute for Healthcare Improvement, 2020. (Available at <https://www.ihi.org/>) February 2022



Government of **Western Australia**
East Metropolitan Health Service



This document can be made available in alternative formats on request.

East Metropolitan Health Service
www.eastmetropolitan.health.wa.gov.au

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