

Wellness Induction for NHS Learners during the COVID-19 pandemic



**A Step-by-Step Guide for
Wellness Champions**

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Contents

1. Introduction	3
2. What is the Wellness Induction?	3
3. What is the role of a Wellness Champion?	4
4. What will training involve?	4
5. How do I conduct a Wellness Induction?	5
a. Introduction to the Wellness Induction	5
b. Learners to speak freely about their wellbeing	5
c. Explore more focused topics	5
d. Assess support required	7
e. Coaching techniques	7
f. Motivational interviewing techniques	8
g. Support Follow-up arrangements	8
h. Signpost to resources	8
i. Agree a Wellness Action Plan	9
j. Escalate to appropriate professional	9
k. Confidentiality	9
l. Wellness Induction Flow Chart	10
6. Where can I signpost?	11
7. What if I'm worried about a learner?	11
8. Is there any more support for me?	12
9. National Resources	13
a. COVID-19 NHS Staff Wellbeing and Career Wellbeing	13
b. Physical Wellbeing and Healthy Lifestyle	15
c. Mental Wellbeing	17
d. Social Wellbeing	18
e. Community Wellbeing	19
f. Financial Wellbeing	20
10. Glossary	21

1. Introduction

The health and wellbeing of staff are a priority for the NHS. Within the ongoing COVID-19 pandemic, Health Education England (HEE) recognises that healthcare staff are more at risk of stress, anxiety and burnout than ever before.

HEE is dedicated to supporting the workforce to deliver high quality, safe healthcare during these challenging times, and are working with Trusts to support them in offering Wellness Inductions to all NHS learners during the COVID-19 pandemic.

The aim of the Wellness Induction is to support NHS learners in maintaining their personal wellbeing during the COVID-19 pandemic, through the provision of guidance and signposting to wellbeing services and resources.

The Wellness Induction is not intended to be an assessment of wellbeing or a health check. It is aimed at supporting NHS learners through raising awareness of their own wellbeing as part of a routine induction process and signposting learners/trainees to support and resources.

This step-by-step guide will provide Wellness Champions with the framework and resources for conducting Wellness Induction at their NHS organisation.

2. What is the Wellness Induction?

The Wellness Induction is a 30 minute wellbeing meeting which is offered to all NHS learners, and will be conducted via video-teleconferencing or face-to-face by a trained NHS Wellness Champion. The induction will be held within 2-4 weeks of the learner starting their placement.

A series of wellness topics will be explored to support reflection, with particular focus on their roles during the COVID-19 pandemic.

The Five Elements of Wellbeing (adapted from Rath & Harter 2010)

1. COVID-19 NHS Staff Wellbeing and Career Wellbeing
 - How you are managing working during the COVID-19 pandemic
 - How your time is used on a daily basis
2. Physical & Mental Wellbeing
 - Your physical and mental health and energy
3. Social Wellbeing
 - The strength and quality of your relationships
4. Community Wellbeing
 - Your sense of engagement in your social or environmental spheres
5. Financial Wellbeing
 - Your ability to meet your basic need and feel security

The Wellness Champion will then offer personalised guidance and signposting to local, regional and national wellbeing services and resources, and will also encourage and support the learner in developing a Wellness Action Plan.

3. What is the role of a Wellness Champion?

The Wellness Champion will be from the same NHS organisation as the learner but will not be clinically associated with them.

The role of the Wellness Champion is to:

- Arrange Wellness Inductions for learners at their NHS organisation.
- Guide learners in the Wellness Inductions to reflect upon their wellbeing.
- Encourage and support learners in developing a Wellness Action Plan.
- Signpost learners to local, regional and national wellbeing resources and services.
- In cases of serious risk, to escalate concerns to the appropriate professional.

The role does not include:

- Acting in a mentor or supervisor capacity.
- Providing medical assessment, advice or counselling.
- Providing follow-up for ongoing supervision, wellbeing or emotional support.
- Exploring medical or psychiatric history.
- Being an expert or providing any form of treatment for mental or physical health conditions.

4. What will training involve?

In addition to this Step-by-Step Guide, Wellness Champions will undergo a 1 hour training session via an HEE webinar. The webinar will be delivered by a trained Wellbeing Lead and will focus on providing skills for coaching and motivational interviewing.

5. How do I conduct a Wellness Induction?

a. Introduction to the Wellness Induction

- Explain the purpose of the meeting.
- Explain the learner's right to confidentiality, unless there is a risk of harm to the learner or others, or any safeguarding concerns.

b. Learner to speak freely about their wellbeing

- Ask the learner how they perceive their wellbeing.
- Note down any areas (particularly regarding the 5 elements of wellbeing) which require further enquiry, coaching, motivational interviewing or signposting.

c. Explore more focused topics

- After the learner has had the opportunity to speak freely about their wellbeing, the Wellness Champion should move towards more focussed areas of discussion to ensure all 5 topics are explored, and a holistic view of their wellbeing is obtained.
- More focused question may include, but are not limited to the following:

1. COVID-19 NHS Staff Wellbeing & Career Wellbeing

Stress and burnout

- How are you managing stress?
- What are your signs that you may be experiencing burnout?
- What measures do you have in place to prevent burnout?

Managing ethical decisions and uncertainty

- How are you finding decision-making day-to-day?
- Have you had to make any difficult ethical decisions? How did this make you feel? How did you manage the situation?
- How are you coping with uncertainty?

Workload

- How are you managing your day-to-day work?
- How are you managing your workload?
- How are you managing your rota or shifts?

Support

- How are you supported by your team and supervisor?
- Have you been able to provide support for others in your team?
- Are there any workplace activities which you find particularly difficult? Do you require any additional support for this?
- Do you have any concerns around incivility and disrespect?

- Do you know who you can speak to should you have any concerns?

Facilities

- Are the facilities and working environment suitable for your needs?
- Do you have space to keep your personal belongings, including bicycles, securely?
- Are you aware of where the bathrooms and shower facilities are?
- Are you aware of where the canteen, cafes and vending machines are?
- Is there a space where you can rest?

2. Physical and Mental Wellbeing

Physical Wellbeing

- How is your exercise?
- How is your diet?
- How is your sleep?
- Do you have any physical health needs or concerns?
- Do you have any long-term conditions? How are these managed?

Mental Wellbeing

- Do you have any existing mental health concerns?
- If you do have difficulties with your mental health, how are these usually managed?
- What are the signs that your mental health may be deteriorating?
- What measures do you currently have in place to maintain your mental wellbeing?

Substance Use

- Do you smoke? Would you like to cut down?
- Do you drink alcohol? Would you like to cut down? Are you aware of the signs of alcohol misuse? Are you aware of the services available?
- Have you/do you take any drugs? Are you aware of the services available?

3. Social Wellbeing

- Do you feel adequately supported by your peers?
- Do you feel adequately supported by your friends and family?
- Are you able to spend quality time with your support network?
- Do you feel safe at home?
- Have you been subjected to or are you at risk of domestic violence?

4. Community Wellbeing

- Do you feel connected to a wider community outside the workplace?
- If you participate any religious or spiritual activities, have you been able to maintain these as you would like?

5. Financial Wellbeing

- Do you have any concerns about your finances?
 - Do you know where you can find financial support if required?
 - Are you aware of the discounts available to all NHS staff?
- Note down any areas which may require coaching, motivational interviewing or signposting.

d. Assess support required

- The majority of learners will only require signposting and guidance to wellbeing services and resources.
- Some learners may find it more challenging to identify their wellbeing needs and how wellbeing services and resources can support them.
- In these cases, coaching and motivational interviewing techniques can be used to guide the learner in adopting healthy practices to support their wellbeing.
- Learners who have required coaching and/or motivational interviewing should be encouraged to arrange their own follow-up with the relevant services.
- In a minority of cases, you may identify serious wellbeing concerns in a learner, where there is a risk of harm to themselves or others, or there are safeguarding concerns present.
- In these cases, you must escalate the concern to the appropriate professional and inform the learner that confidentiality will have to be broken.

e. Coaching techniques

- Coaching is the development of a learning relationship which helps the learner take charge of their own growth, to maximise their potential and achieve results which they value (Connor et al 2012).
- One example of a coaching technique is the “GROW” model (Whitmore 1996).

GROW Coaching Model

- **Goal** – Establishing the short, medium, and long term aims
- **Reality** – Identifying the current situation and obstacles
- **Options** – Identifying the possible solutions
- **What** – What next? Agreeing and committing to an action plan

f. Motivational interviewing techniques

- Motivational interviewing is a communication style which aims to engage the learners and clarify their strengths and aspirations, evoke their own motivations for change and promote autonomy in decision making (Rollnick et al 2010).
- There are three core skills to motivational interviewing (adapted from Rollnick et al 2010):
 1. **Asking** – Use open ended questions to invite the learner to consider how and why they might change
 2. **Listening** – Taking time to understand the learner's experience
 3. **Informing** – Asking permission to provide information, and then asking what the implications might be for the learner.

Motivation Interviewing Guide (adapted from Rollnick et al 2010)

1. **What to change?** – Agenda setting
2. **Why change?** – Pros and cons
3. **How important is the change for you right now?** – Assess importance
4. **How confident are you in making the change?** – Assess confidence
5. **Exchange information** – Elicit learner's understanding, provide information, elicit learner's interpretation
6. **Goal-setting** – Summarising, identifying challenges, agree joint plan

g. Support follow-up arrangements

- Where appropriate, direct and encourage the learner to make their own follow-up arrangements to support their personal wellbeing.
- This may include:
 - A meeting with their supervisor or mentor
 - A meeting with a financial advisor
 - An appointment with occupational health
 - An appointment with their General Practitioner
 - An appointment with their counsellor

h. Signpost to resources

- Based the wellbeing areas identified by the learner themselves or from the more focused wellbeing questions, highlight the most appropriate wellbeing resources for them.
- Provide personal verbal and/or written signposting to specific resources appropriate to their wellbeing needs.
- A list of national services and resources can be found in *9. National Resources*.
- Your NHS organisation will also supply you with a list of local and regional resources.

i. Agree a Wellness Action Plan

- Support and encourage the learner to complete a Wellness Action Plan.
- Wellness Action Plans should be SMART (specific, measurable, achievable, relevant and time-bound).

j. Escalate to appropriate professional

- In the case where there is a risk of harm to the learner or others, or there are any safeguarding concerns, the Wellness Champion must escalate to the appropriate professional.
- This may include:
 - Informing the learner's supervisor or mentor
 - Informing the trust's Director of Medical Education (DME)
 - Referring the learner to their General Practitioner
 - Referring the learner to the Emergency Department
 - Raising a safeguarding concern
 - Informing the police
- Where confidentiality must be broken, the Wellness Champion must inform the learner prior to doing so.

k. Confidentiality

The Wellness Induction will be carried out by a trained Wellness Champion from the NHS organisation who is not involved or associated with the learner or their job role. Any information shared will remain confidential, unless there is a risk of harm to the learner or others or there are any safeguarding concerns. In this case, the Wellness Champion will inform the learner that confidentiality will be broken.

I. Wellness Induction Flow Chart



6. Where can I signpost?

Health Education England has collated a list of national resources which you may signpost learners to, please see *9. National Resources*.

Resources include free and paid services relating to:

- a. COVID-19 Staff Wellbeing & Career Wellbeing
 - COVID-19 NHS Staff Wellbeing
 - COVID-19 Ethical Guidance
 - Career Support
- b. Physical Wellbeing and Healthy Lifestyle
 - Physical Activity
 - Sleep & Recovery
 - Smoking Cessation
 - Alcohol
 - Healthy Eating & Healthy Weight
 - Managing Long Term Conditions
- c. Mental Wellbeing
 - Managing Stress, Anxiety, Depression & Panic
 - Managing Self-Harm & Suicidal Thoughts
 - Bereavement
- d. Social Wellbeing
- e. Community Wellbeing
- f. Financial Wellbeing
 - NHS Staff Discounts
 - COVID-19 NHS Staff Benefits

Your NHS organisation will also supply you with a list of local and regional resources.

7. What if I'm worried about a learner?

If you have significant concerns about a learner's wellbeing, and there is a risk of harm to themselves or others, or there are any safeguarding concerns, you must escalate your concern to the appropriate professional. Where confidentiality must be broken, you must inform the learner prior to doing so.

Significant concerns will only manifest in a small minority of cases. As a Wellness Champion, your role is not to provide ongoing support to learners, either formally or informally, nor should you provide any medical advice or counselling. Where a learner is identified as experiencing wellbeing difficulties, the Wellness Champion should encourage the learner to arrange follow-up with an appropriate wellbeing or professional service.

8. Is there any more support for me?

Training and Training Resources

- Wellness Induction training will be available to view online.
- Further training resources and contact details for support will be provided locally.
- Please get in touch with your local Wellbeing Lead for more details.

Governance Structure

- In each NHS organisation and across the regions, there will be a community of Wellness Champions.
- The Wellness Champion roles will be overseen by local Wellbeing Leads.
- Wellbeing Leads will report to the Wellbeing Guardian appointed at each NHS organisation who sits on board.

Feedback and Quality Assurance

- Wellness Inductions will be monitored to ensure they are being offered to all learners.
- Locally, NHS organisations will arrange feedback protocols for learners and Wellness Champions to ensure the Wellness Induction are of quality standard.
- Wellbeing Champions are also able to raise quality concerns to their local Wellbeing Lead or Wellbeing Guardian.

9. National Resources

The following list of national services and resources have been collated, but not endorsed, by Health Education England. This list is accurate at the time of publication. Future iterations of the list will be updated at provider level. Please note that this list is not exhaustive, and services may vary from region to region.

a. COVID-19 Staff Wellbeing & Career Wellbeing

Resource	Format	Cost	Description	Organisation
COVID-19 Staff Wellbeing				
AoMRC: COVID-19 – Mental health & wellbeing for HCPs	Website	Free	Self-care tips and resources for the COVID-19 outbreak	Academy of Medical Royal Colleges
BMA: Wellbeing Support Services	Website	Free	Confidential 24/7 counselling and peer support services for doctors & medical students	British Medical Association
CDC Emergency Responders: Tips for taking care of yourself	Website	Free	Tips to support emergency responders during COVID-19	Centres for Disease Control & Prevention
Doc Health	Website	£65-95 per session (financial assistance available)	Confidential psychotherapeutic consultation service for all doctors	Doc Health (supported by BMA)
HEE/NHS: MindEd Covid-19 Resilience Hub	Website	Free	Advice & tips from international experts to support frontline staff wellbeing	Health Education England/NHS Improvement
Intensive Care Society: Wellbeing Resource Library	Website	Free	Resource pack for maintaining psychological wellbeing at work during COVID-19	Intensive Care Society
National Health Supporters	Website	Free	National network of students assisting NHS staff with their needs	National Health Supporters
NHS Employers:	Website	Free	COVID-19 Health, safety & wellbeing	NHS Employers

Health, safety and wellbeing			guidance for the NHS workforce	
Practitioner Health: Covid-19 Workforce Wellbeing	Website	Free	Information, resources and signposting for support	NHS Practitioners Health Programme
RCN Wellbeing, Self-Care & Resilience	Website	Free	Information resources about wellbeing, self-care and resilience	Royal College of Nursing
WHO: Psychological First Aid	PDF	Free	Internationally recognised framework for supporting others in crisis	World Health Organization
COVID-19 Ethical Guidance				
BMA COVID-19: Ethical Issues	Website	Free	Ethical guidance for doctors during COVID-19	British Medical Association
GMC: Coronavirus FAQs	Website	Free	Ethical framework and FAQs for decision making	General Medical Council
RCGP: Ethical Guidance on COVID-19 and Primary Care	Website	Free	Ethical framework and FAQs for managing COVID-19 in primary care	Royal College of General Practitioners
RCGP: Workload Prioritisation	PDF	Free	Guidance on workload prioritisation during COVID-19	Royal College of General Practitioners
RCP: Ethical Guidance for Frontline Staff	Website	Free	Ethical guidance for frontline staff dealing with COVID-19	Royal College of Physicians
RPS: Ethical Decision-Making	Website	Free	Guidance on ethical decision making during Covid-19	Royal Pharmaceutical Society
Career Support				
e-Learning for Health	Website	Free	HEE online learning hub.	Health Education England
Professional Support Unit	Appointment	Free	Professional careers support & resources for clinicians	Health Education England
RCPsych: Managing Stress & Burnout	Website	Free	Online e-module for clinical staff managing stress and burnout	Royal College of Psychiatrists

b. Physical Wellbeing & Healthy Lifestyle

Resource	Format	Cost	Description	Organisation
Physical Wellbeing & Healthy Lifestyle				
Live Well	Website	Free	Advice, tips & tools to support health & wellbeing	NHS
Occupational Health	Appointment	Free	Local trust support for occupation health needs	NHS
One You	Website, App	Free	Supports better health choices	NHS
Physical Activity				
Couch to 5K	App	Free	9 week running programme	Public Health England
DownDog	App	Free for NHS staff until 1 st Jul 20	Online yoga, HITT & Barre classes	Down Dog
Fiit	Website	Free 3 month membership for NHS staff	Online exercise programmes including pilates, yoga & HITT	Fiit
iPrescribe Exercise	App	Free	Personalised 12 week exercise programme	NHS
Movement for Modern Life	Website	Free 10 week membership for NHS staff	Online yoga, meditation & mindfulness classes	Movement for Modern Life
Nike Training Club	App	Free	Free exercise programmes	Nike
Healthy Eating & Healthy Weight				
Change4Life Smart Recipes	App	Free	Healthy recipes for the whole family	Public Health England
Easy Meals	App	Free	Easy, healthy meal ideas	Public Health England
Sleep & Recovery				
Sleepio	App	Free for NHS staff until 31 st Dec 20	Online sleep improvement programme	NHS/Big Health
Smoking Cessation				
SmokeFree	App	Free	4 week programme for	Public Health England

			those wanting to stop smoking	
Alcohol				
Drinkaware	Website	Free	Charity working to reduce alcohol misuse in the UK	Drinkaware
Drink Free Days	App	Free	Supports tracking and cutting down alcohol	PHE
Managing Long Term Conditions				
HealthUnlocked	App	Free	Connect with people with similar health conditions	NHS
My Health Fabric	App	Free (with in-app purchases)	Self-help plan for long term conditions	NHS

c. Mental Wellbeing

Resource	Format	Cost	Description	Organisation
Mental Wellbeing				
Headspace	App	Free for NHS staff until 31 st Dec 20	Mediation session to support stress, anxiety & sleep	Headspace
Improving Access to Psychological Services (IAPT)	Appointment	Free	NHS psychological services	NHS
Practitioners Health Programme	Appointment, Helpline	Free	Confidential, self-referral service for doctors & dentists	NHS
Unmind	Website	Free for NHS staff until 31 st Dec 20	Workplace mental health platform	Unmind
Managing Stress, Anxiety, Depression & Panic				
Big White Wall	App	Free	24h therapist support for stress & anxiety	NHS
Daylight	App	Free for NHS staff until 31 st Dec 20	Supporting worry and anxiety, using CBT	Big Health
SilverCloud	Website, App	Free	8 week course to manage stress, anxiety & depression	NHS
Managing Self-Harm & Suicidal Thoughts				
Calm Harm	App	Free	Helps manage emotions & urge to self-harm	NHS
NHS COVID-19 Staff Mental Health Hotline	Text 24/7, Helpline 7am-11pm	Free	Text FRONTLINE to 85258, Telephone 0300 131 7000	NHS
Samaritans	Website, Helpline	Free	Listening service for those struggling with mental health, or thoughts of self-harm/suicide	Samaritans
Bereavement				
National Bereavement Service	Website	Free	Practical bereavement support	National Bereavement Service

d. Social Wellbeing

Resource	Format	Cost	Description	Organisation
Social Wellbeing				
Google Hangouts	Website, App	Free	Video & phone messaging service	Google
Houseparty	Website, App	Free	Video chat and games with friends & family	Epic Games
Netflix Party	Website (Chrome extension)	Free	Host long distance movie & TV nights	Netflix
NCT online	Website	Pay £12-19/hr	Antenatal and postnatal classes.	NCT Charity
Zoom	Website, App	Free	Video & audio conferencing	Zoom

e. Community Wellbeing

Resource	Format	Cost	Description	Organisation
Community Wellbeing				
Give Blood	Website, App	Free	Giving blood & platelets to the NHS	NHS
Good Neighbour Network	Website	Free	Over 120 local groups helping their communities	Good Neighbour Network
Meetup	Website, App	Free	Platform to meet new people & pursue passions together	WeWork
Nextdoor	App	Free	Private social networks for your neighbourhood	Nextdoor

f. Financial Wellbeing

Resource	Format	Cost	Description	Organisation
Financial Wellbeing				
Citizens Advice	Website	Free	Independent, confidential advice for legal & money issues	Citizens Advice
National Debtline	Website	Free	Free, confidential, independent debt advice	Government
Stop Loan Sharks	Website, Helpline	Free	Supporting victims of illegal lending	Government
NHS Staff Discounts				
Blue Light Card	Website	Free	Online & in-store discounts for NHS workers	Blue Light Card
Health Service Discounts	Website	Free	Discounts & staff benefits for NHS workers	Health Service Discounts
Health Staff Discounts	Website	Free	Exclusive offers for NHS staff	Health Staff Discounts
COVID-19 NHS Staff Benefits				
The AA	Website	Free breakdown service for NHS staff	Free breakdown service to and from work during COVID-19, for members & non-members	The AA
EE	Website	Unlimited data until 9th Oct 20	Mobile telephone service	EE
Gillette	Website	Free razor	Razor company	Gillette
Halfords	Website	Free bike servicing for NHS staff	Motoring and bicycle retailer	Halfords
Mindful Chef	Website	30% off for NHS staff	Recipe box delivery service	Mindful Chef
NCP Parking	Website	Free for keyworkers	Nationwide car parks	National Car Parks
NHS Homes	Website	Free for NHS staff	Free accommodation for NHS staff during COVID-19	Parklane City Apartments
Uber & UberEats	Website	Free for NHS staff	Free rides and meals to and from work during COVID-19	Uber

10. Glossary

Wellness Action Plan

- A personalised, practical tool to support the achievement of wellbeing goals.

Wellness Champion

- A trained NHS staff member who conducts your Wellness Induction. The Wellness Champion will be from your NHS organisation, but will not be clinically involved or associated with you or your job role.

Wellness Induction

- A private, confidential, 30 minute discussion designed to support learners in maintaining their wellbeing.

Wellbeing Guardian

- The appointed member of the board who obtains assurance that the organisation's activities are not harming the wellbeing of staff.

Wellbeing Lead

- A member of NHS staff who is responsible for the operational implementation of the organisation's health and wellbeing strategy and plan. Wellbeing Leads may be embedded in the organisation's wellbeing, HR or Occupational Health teams, or may hold another role in the organisation in addition to their wellbeing responsibility.