



A We Care Reasonable Adjustment Resource 2023

We Care Reasonable Adjustment Resource

Introduction

This document is to support the development of the We Care Culture across Norfolk Community Health and Care. The examples of reasonable adjustment that will be discussed in this document will include, but not limited to:

- Disability and health conditions
- Learning Disabilities
- Staff carer responsibility
- Religion and Belief
- LGBTQ+
- Pregnancy and Maternity

Background

The definition of “reasonable adjustment” can be found on The Loop, in the [We Care About Inclusive Terminology Glossary](#) which has been used as a guide to support the development of this, We Care Reasonable Adjustment Resource.

Defined as: “Simple and usually cost-effective changes that organisations and people providing services or public functions should make for you if your disability puts you at a disadvantage compared with others who are not disabled.”

The purpose of this resource is to support individuals to look after their wellbeing whilst at work and for line managers to better understand and support the additional needs within their teams to ensure success.

This document will always be a work in progress and will likely never serve the needs of every member of staff but will seek to better support those that it can and provide inspiration to improve opportunities for others. As support needs increase as staff grow in confidence in sharing their additional needs whatever they maybe, this document will be reviewed and updated accordingly.

For your ideas and suggestions to be included in future editions of the We Care Reasonable Adjustment Resource and support the wellbeing of staff, please email: inclusion@nchc.nhs.uk

How to use this document:

There are many ways in which staff can better support their wellbeing at work that come under the guise of “reasonable adjustment” that ultimately are not linked with disability. This is due to knowledge and understanding, for example, “if you don’t know or have never been shown before...” then a person will muddle through creating, coping mechanisms that may often be seen as adversely effective by others but due to fear of embarrassment or worse still, stigmatisation feels like the only solution.

The first half of this resources seeks to support all staff, to alleviate the need to create these widely ineffective coping mechanisms.

The second half of the resource seeks to support managers/budget holders to better understand the complexities behind reasonable adjustments, and their role in ensuring the success of their teams and themselves.

It is important that although this document is broken up into two parts, both staff and managers have a responsibility to know what is required of them both, ensuring open communication creating a safe environment for all.

Lastly, this document is not a one-size-fits-all for either individuals or indeed roles across the organisation.

***Please note that this document has been created on a coloured background to support neurodiverse and visually impaired colleagues. This is a simple and effective example of reasonable adjustment.**

Contact List

Below is a list of contacts that could be able to support you in some way should you require, to streamline the process of reasonable adjustment and obtaining your additional needs.

Working with you and your line manager, these people can provide you with advice and support. Please do reach out:

- Inclusion Advisor: inclusion@nchc.nhs.uk
- Staff Networks (Diverse Abilities, Diverse Heritage, LGBTQ+, and the Staff Carers Lead): inclusion@nchc.nhs.uk
- Wellbeing Advisor: wellbeing@nchc.nhs.uk
- HR Business Partners: HRBPOperationalServices@nchc.nhs.uk
- Occupational Therapy (OcciHealth): <https://theloop.nchc.nhs.uk/occupational-health>
- IT Service Desk: itservicedesk@nchc.nhs.uk
- Moving and Handling and Musculoskeletal Risk Assessment: <https://theloop.nchc.nhs.uk/manual-handling>
- Health and Safety: healthandsafetyteam@nchc.nhs.uk

Staff wellbeing is NCH&C priority. To find out how you can better support your wellbeing, including financial wellbeing and mental health, visit the [Health and Wellbeing Hub](#) on The Loop.

Good to Know

The trust has three established We Care Staff Networks which you can be a part of including as an ally to gain a network of support amongst your peer colleagues. Visit [Equality, Diversity and Inclusion](#) on The Loop to find out more:

- Diverse Abilities
 - Diverse Heritage
 - LGBTQ+
-
- To celebrate the emergence of the trust's inclusive culture, Norfolk Community Health and Care has created its own bespoke and dedicated awareness day, [We Care Day](#), recognised annually on 14 February.
 - The trust has been recognised by independent organisations for the continued work being carried out to improve our workplace culture. Information about the accreditations can be found on [The Loop](#)

The trust has been awarded with the highlighted accreditations. To find out more about them and to enable accountability across all that we do, click the links.

- [Disability Confident Leader](#)
- [Employer's Carer Friendly Tick Award](#)
- [Employer Recognition Bronze Award for Veteran Awareness](#)

The trust has signed the:

- NHS East of England Anti-Racism Strategy
 - UNISON Anti-Racism Charter
 - Workplace Pregnancy Loss Pledge
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- The Norfolk Community Health and Care is a corporate member of the [Employers Network for Equality and Inclusion](#). Staff can access educational resources and events for free, with NCHC work email address.

For All Staff

It is important to note that although the organisation has the responsibility to ensure that you are not discriminated against due to your additional needs, it is also your responsibility to support and empower your own wellbeing to be successful in your role. The following are suggestions that you can use to improve your experience of working at NCH&C.

This resource is written to provide information and does not seek to undermine or offend.

Open Communication

With the Trust

One consideration to make when thinking about reasonable adjustment is to ask yourself if you have told “us” that you need support. One of the ways in which you can communicate and update communications about your personal circumstances is by recording information on your personal Electronic Staff Record (ESR). Usually as a new starter this is done for you, but you can update these records at anytime you need to without permission by logging into your ESR record using your personal details that were assigned you when you first became employed at the trust.

You can login via The Loop, [My ESR](#)

It is also important that once you have updated any relevant information on ESR that you then speak with your line manager if you haven't done so prior to ensure that if there are any immediate changes to your current support provision, this can be discussed and arranged effectively.

With your Manager and Team

It is the responsibility of our managers to ensure that they ask us if we have everything that we need or if there is anything that we need to carry out the duties of our role. Sometimes this may be asked in a way that isn't direct, such as, **“Is everything alright?”**, **“Are you OK?”** However, rather than leaving these conversations to our managers to lead and assume that our wellbeing needs have been met, please feel empowered to steer the conversation, it is about you after all.

“Yes, everything is alright, however I do feel as if I would benefit from/it'd be great if I can be provided with... because...” Another example when considering religion and beliefs could be, **“I am Muslim and recognise Ramadan. During this time there are periods of fasting and prayer. Is it possible that at these specific times that I may find a quiet place to pray/for reflection... I may have to change my hours to suit these times...”**

These conversations can take place at any time during your employment, not just on the first day that you started working with us as we understand that personal circumstances change. It maybe you didn't feel confident at the time. However, when thinking about disability and health conditions, it is important to note that while you may not have needed specific and additional support when you started working with us, you may during this time, have developed a condition that now sees you needing support, or you may have realised and have been diagnosed as neurodiverse during your employment, which often occurs due to

the difference between a learning and working environment. Either way it is important that you are as open as you can be with your manager.

If you feel you need support with these conversations please seek support from a trusted colleague, or please see the Contact List at the front of the document with details of those mentioned.

Support with starting open conversations

We understand that not everyone is the same and that what one person is comfortable with another is not, and that is very true when having to have a difficult conversation. The conversation may be difficult because it is personal to you. Asking for help can also be a very difficult position to be in. However, staff should remember that “we” are in a caring profession and that includes for staff as well as patients. We care about your wellbeing, and we want you to be successful in your role. If we can help, please ask.

Here are some tips to help you with asking for help from your line manager and colleagues:

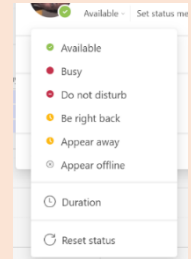
- In sharing that you have additional needs due to neurodiversity, think about how you absorb information and how you prefer to communicate. For example: do you prefer to write and would prefer a written reply? Do you want to have an in-person meeting to better absorb body language. Are you happy with either in-person or virtual meetings followed up by an email. Think about the ways that suit you, and do not make you feel uncomfortable. You can even state why, **“Please can you communicate with me like this because it helps me to take my time to take in the information.”** Alternatively, **“I hope that you do not mind that I record this meeting/use the recorder in MS Word so that I can listen back at a slower rate/read what you are saying to ensure that I have understood this discussion and can reply to you appropriately.”**

By doing this will set the tone and encourage the style of communication that guarantees success in the team

***It is always best to ask people first if they are happy to be recorded prior to pressing record.** The trust has a Standard Operating Procedure (SOP) with information on appropriate use of recordings. Please refer to this document which can be found on [The Loop](#)

- In the moment correction and requests can be daunting, but sometimes we are not aware of the support we require until we’re faced with an issue. For example, if you are hard of hearing (with or without a hearing aid) and the people that you are communicating with are speaking too quickly or you are not able to see their mouths due to mask wearing to be able to benefit from lip-reading, you should say straight-away and in the moment so that those people are better aware and change their communication style. **“Please can you speak slower or face me when you are speaking to me. I do not hear very well, and I need to lip-read at the same time.”** Lip-reading is very difficult when people wear masks and although clear masks have been discussed, on the basis that these are not implemented, it is important to state your needs in these circumstances, **“please speak slower so that I can understand. I do not hear very well, and the mask prevents me from lip-reading.”**

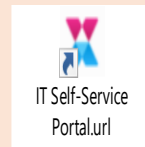
- Many people need to prepare themselves for the day ahead, your ledger of patients, for meetings etc. If you need to do this, make sure that your colleagues know that you need the time. 10mins, 30mins to prepare either before the day starts or at the end of the day. It is comforting to know that we are all different and have different working styles and patterns, just because you have a disability doesn't mean that others that do not, do not also have their own coping mechanisms and routines to help them succeed each day. Include this as "Focus Time" in your Outlook calendar. By setting a meeting, just like any other meeting that you have agreed to attend. By inserting this time as a meeting, ensures that others trying to communicate with you will see the "busy" status and note that you are in a meeting and will contact you later, rather than interrupting you if the status said "available". You can also manually change your availability status by clicking on your image icon in MS Teams and then the symbol colour or the words "Set Status" and scroll down to the one you prefer such as "do not disturb – DND").



Does your role require you to use a computer?

If you answered "Yes!" to this question, there are a few things that you can do for yourself without having to ask for support. But please do not feel that you cannot ask.

Also note that every computer has the IT Self-Service icon listed on the desktop, and you can also email IT with queries. Please see the Contact List.



IT Self-Service Accessibility Guides:

[How to Make Text Bigger](#)

[How to turn blue light filter on](#)

[How to turn on closed captions in MS Teams](#)

[How to turn on live captions in Chrome](#)

[Read aloud emails and documents](#)

[How to use dictation](#)

[How to change the mouse pointer, text cursor and magnifier](#)

[How to zoom in and out on the screen](#)

1. If you are working from an onsite office, you may have the option to choose and book the desk or room that suits you best in advance from [The Loop via Cloudbooking](#).
2. Options of vari-desks are available across the trust, giving you the option to stand, and should you choose to sit, you can ensure that you have enough leg space by raising or lowering the desk so that your arms are at the right height for you to work in a comfortable and ergonomic position.
3. Consider when seated if you need to change the height of your screen, do you need a lamp due to insufficient light in the room (in the office or at home).

4. You can connect your laptop to an additional screen thus ensuring that one screen is solely for working on such as Word and Excel documents and the other screen is available for Teams/Emails. This will ensure that you are not causing too much repetitive strain by clicking through to too many different windows on one screen all day. Consider using the larger screen provided for continued work and the smaller screen (laptop) for Teams, especially as it is usually the laptop that has the camera for meetings.
5. Is the light on your screen too bright/dark? Change the settings of your computer to better suit you. You do not need to have any kind of visual impairment to need to adjust the light settings for comfort. After a long day or many long days of working on a computer or maybe the room you work in doesn't have the best natural light. To alleviate eye strain, headaches or any other form of discomfort, using this function can benefit your ability to deliver your work in comfort (see accessibility guide list)
6. Do you need a footrest and document holder, a left-handed keyboard, an ergonomic mouse, wireless equipment? There is a lot of equipment available that can improve the way in which we work and indeed reduce the risk of pain and discomfort whilst working. Without your communication, you will not be provided with these items and the standard will be provided to you. However, furniture is essential. If you need a specific chair for example, ensure that you speak to your line manager about this and ask to be referred to **Occupational Therapy and Health and Safety for a Musculoskeletal Risk Assessment and DSE Assessment**. It is with these assessments where items such as an ergonomic chair can be applied for and delivered. Your line manager is the only person that can approve this spend, so it is essential that you have this conversation. Especially if this also means that two items are purchased so that you can work from home, should you need to and if your role permits.
7. Software is a big conversation in the world of better understanding neurodiversity. Due to the LD services that trust provides to patients we have a good understanding of the variety of software available, such as Dragon. However, you do not need to be neurodiverse to use the dictation function. You may have arthritis, suffer from repetitive strain (RSI) or maybe you do not feel that your typing skills are very advanced and prefer to speak. There are many reasons why it might be easier to use the dictation function and although it does take a few attempts for dictation software to get used to accents, persevere and eventually you will get into the rhythm of it.
You can find a full list of dictation commands by clicking [HERE](#)



***As an FYI, this document was written using the “Dictate” function in Word.**

8. The trust is expert in supporting improved health and wellbeing, however as we navigate the landscape of what reasonable adjustment looks like, we are aware that we do not know everything and therefore do not supply or have access to everything. Government schemes such as **Access to Work** could be a prospect for you, to support us in supporting you to stay in work, such as with a grant to pay for specialist equipment due to your disability or health condition that the organisation may not be

able to fund, this also includes mental health support. Please click the link to see if you are eligible for this type of support: <https://www.gov.uk/access-to-work>

What is a Disability?

When discussing reasonable adjustment, we all automatically think about those who identify as having a disability or a condition in which a person may need a little extra support to succeed. The UK government defines disability as, "You're disabled under the Equality Act 2010 if you have a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on your ability to do normal daily activities."

The trust's [Disability Policy](#) has been written to support disabled staff providing disability leave where appropriate to attend medical appointments instead of using annual leave for example.

The importance of communicating with your line manager and the trust to ensure that you are provided with the right wellbeing support is essential. Without these conversations you may find that you do not receive the support that you are entitled to.

To find out more about the Equality Act 2010 and disability rights visit:

<https://www.gov.uk/definition-of-disability-under-equality-act-2010>

Or to learn about the different health conditions that are listed as protected under the Act visit:

<https://www.citizensadvice.org.uk/law-and-courts/discrimination/check-if-youre-protected-from-discrimination/what-counts-as-disability/>

Living with life limiting conditions

There are some disabilities that are life limiting though do not stop people living a full life. Staff with these conditions may need extra time and support to, for example, load and unload a wheelchair or other equipment used to support them in the workplace. Understanding that this time may need to be built into the working day to support staff is essential and communicating this understanding will alleviate stress for all concerned.

Neurodiversity

As a subset from disability, it is important for employers to understand that **an employee's neurodiversity could qualify as a disability under the Equality Act 2010**. However, not all neurodivergent employees will consider themselves to have a disability, and therefore may not share this information. The following is a list of recognised neurodivergence:

- [Autism spectrum disorder](#) (this includes what was once known as [Asperger's syndrome](#)).
- [Attention-deficit hyperactivity disorder \(ADHD\)](#).
- [Down syndrome](#).
- [Dyscalculia](#) (difficulty with math).
- Dysgraphia (difficulty with writing).
- [Dyslexia](#) (difficulty with reading and spelling both in writing and out loud).

- Dyspraxia (difficulty with coordination).
- Intellectual disabilities.
- Mental health conditions like [bipolar disorder](#), [obsessive-compulsive disorder](#) and more.
- [Prader-Willi syndrome](#).
- Sensory processing disorders.
- Social anxiety (a specific type of [anxiety disorder](#)).
- [Tourette syndrome](#).
- [Williams syndrome](#).

Although you may have a variety of coping mechanisms to support you whilst at work, please know that there are many different forms of wellbeing support that you can receive from the trust.

It is important to inform your line manager and the trust, to receive the necessary assessments and the resources you need to carry out your role.

Writing emails and documents

A big part of any job these days includes written communication and for neurodiverse people in particular, this can be tricky. Receiving communication where the font is too small, written in fancy font etc can be difficult for people who are not neurodiverse or have a visual impairment. It can simply be annoying. Getting your point across clearly especially if there are instructions is what is important.

Use a font that is clear such as, Arial. Use a font size that is comfortable for everyone to read, 11pt.

To check the accessibility of your document click the “Review” tab in your document or please click [HERE](#)

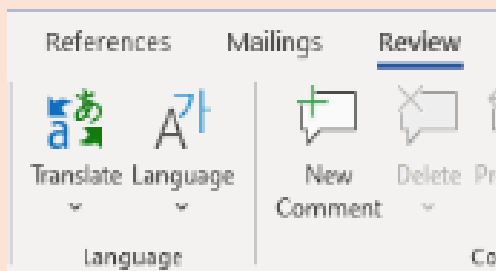
Is English your second language?

Diversity improves our healthcare service and the healthcare outcomes of patients. We are proud to have participated in the international recruitment programme and recruited expert staff from overseas. We are also delighted to have staff that choose to work with us having relocated to the UK or to Norfolk from other parts of the UK for other reasons. As our community grows the way in which we communicate develops.

Language is extremely important and for those of us with English as a second language, sometimes things get lost in translation. For staff that need support with translation, use the “translate” function in your in your emails and documents located in the toolbar at the top of the screen.

If it’s helpful you can even write in your chosen language and change this in the same way.

Simply click “Review” and choose your function.



Language needn't be a barrier and can be an effective way to introduce the subject of culture into your team huddles. With different UK regional accents, learning about the different ways in which people communicate and use language can be fun. It can also raise concern and anxiety as people do not want to say the wrong thing. Be compassionate and take your time to explain what you mean, apologise etc. We are not all from the same cultural background including for people born in the UK.

Meeting Fatigue

You do not need to have a disability or be neurodiverse to feel tired. Since the pandemic working from home and virtual meetings have become normal everyday staples of life including for socialising. However, what this has meant is that we have all fallen prey to back-to-back schedules without a space for even a comfort break. Working continuously at your desk whether standing or sitting and focusing on both Teams/Zoom meetings/webinars and if not presenting we're all reading and answering emails, writing reports etc at the same time.

We have all become fatigued.

Headaches, eye strain, poor posture and over hungry because we're doing too many jobs at the same time.

Remember to allocate a lunchbreak and do not book anything during that time, allocate focus time to concentrate on that report or to answer emails, quiet time for personal reflection following the meeting or training session to ensure that you have absorbed the information. Prior to the meeting, ask the meeting organiser what contribution they expect from you so that you can ascertain whether you need to attend if you already have meetings in your diary for that same day or if your current meetings are longer than 1 hour for example.

Meeting fatigue affects us all, no matter your role. Meetings require preparation, participation and follow-up and each phase can be lengthy. Think about the different ways in which you can contribute to a meeting, because just like when you're on annual leave, these meetings still go ahead in your absence.

LGBTQ+

It is important to note that what determines reasonable is different for everyone. Providing reasonable adjustments could simply be in understanding, accepting, and respecting the way in which people choose to identify such as for someone who is in the LGBTQ+ community and using their chosen pronouns, to understanding that someone who is trans will need access to their chosen and or appropriate bathroom facilities for their gender.

Reasonable adjustments can be essential to a person's improved wellbeing and experience of working with us. And reasonable adjustment requests of this kind will always be considered and explored.

Religion and cultural beliefs?

As explained earlier when discussing "open conversations", we understand that at certain times of the year that many people who are devout in their faith and culture, practise different rituals that may affect their ability to carry out their work in the usual way. Outside of wearing a head covering such as a Hijab or Yamaka. If you need to fast or pray at specific times for example, this may result in needing support in changing your working hours for this period and in the case of fasting, patient safety may need to be considered and leave requested. By having an open and honest conversation as to when you will be experiencing and practising cultural rituals will help the organisation better support you in enjoying your culture and better educate us to understand the diversity of our community and how we too can celebrate and recognise your culture respectfully.

Consider how you pray. If you choose to pray at work, what do you need and where can you store these items respectfully. A mat, a head-covering, your prayer book etc. The trust does not have a dedicated chapel and we want to ensure that staff are comfortable and are able to respect their faith appropriately.

Are you a Carer?

Definition of Carer: "A carer is anyone, including children and adults who looks after a family member, partner or friend who needs help because of their illness, frailty, disability, a mental health problem or an addiction and cannot cope without their support. The care they give is unpaid."

Asking for help can cause feelings of embarrassment and or shame. Having to think about others at home whilst supporting a team or treating patients at work can become very stressful. The trust has a dedicated Staff Carer's Lead who alongside our staff networks work with the trust to improve the experience of staff that feel marginalised due to their protected characteristics (disability). Being a carer is a full-time job and we are aware that carers need support. Because of this the trust has successfully obtained and will continue to work to keep the Caring Together Carers Friendly Tick Award for Employers. Due to robust policies and practises, we aim to better support you by adjusting where we can, to ensure that you can take care of your loved ones. If you need further wellbeing support, visit the [Wellbeing Hub](#). To access and read the Carers Policy to better understand what options you have such as carer's leave for medical appointment visit [The Loop](#)

Are you a breastfeeding parent?

Starting a family and returning to work can be an incredibly emotional time and for those parents who choose to breastfeed and continue with this experience whilst at work, it can be quite an awkward experience. Ensuring that you have time, privacy and storage for baby's milk whilst at work is a conversation that can take place during your Keeping In Touch (KIT) days, prior to returning on your agreed working pattern. Though that doesn't mean that you cannot visit or revisit this conversation afterwards.

Make sure that you and your line manager have taken time to consider and agree, where you will be able to express in a clean, safe, and private environment (the toilets/bathrooms are not an appropriate consideration) – consider booking a room via cloud booking, if necessary, though please note that this facility isn't yours alone and may not always be available. Where and how you will store the milk with appropriate labels; can you purchase a suitable freezer bag and store that in the staff fridge rather than the individual loose bottles. There are many ways in which your experience of parenting can continue to flourish in the way that you choose, should time be given to have the discussion and make appropriate arrangements for you.

Aging

Your line manager maybe younger than you, and in some cases significantly so. This doesn't mean that they are not equipped to support you in your role, and should they not have the personal lived experience of a particular situation due to their age, be compassionate and take them time to teach them what your experience is like to ensure that they can help others also.

You might be experiencing symptoms of menopause; you might be an older man with a younger female identifying manager. Remember that although each of our personal circumstances may differ, we are here to support you, however we are unable to support you unless you communicate your needs.

Flexible Working and Work Life Balance

Due in part, but not limited to the emergence of the covid-19 pandemic, the trust has implemented a [Flexible Working and Work Life Balance Policy](#) to support staff with balancing work with their personal commitments.

There is an understanding that not all requests can be granted however, every consideration will be made to ensure that wellbeing of staff and the safety of patients and services remain at the forefront. Whether you are a parent (of any gender), a carer, live with a disability, practise a religion or none-of-the-above, no matter your personal reason for requesting a flexible working pattern, please speak with your line manager to consider what can work for you and your team.

When thinking about changing your working pattern, make sure that you have considered if this changes your working hours and how that affects your take home pay. Please visit the [Financial Wellbeing Hub](#) for advice and discounts.

Quiet Room and Working From Home

Because not every role in the trust requires the same equipment it is essential for you to understand what your needs are, even if this changes and develops over time. Sometimes that knowledge is shared with you when you work with other colleagues and especially with those who have diverse abilities, and you see the benefits for yourself. For Neurodiverse people, those who suffer with migraines, or people who are deaf and or hard hearing, a quiet room and or a noise cancelling headset could be beneficial for focus and reduction in pain, stress and anxiety. Because noise cancelling headsets are not every day essential equipment for the trust, these items may need a confirmed DSE assessment. A quiet room can be booked where available via the Cloud Booking Service.

If this equipment is not suitable for you personally and you have the option to work from home, please refer to the Flexible Working and Work Life Balance policy to see what can work for you to ensure that you are able to deliver your work in comfort but that you are also not isolated from your team and organisation.

For Your Manager

We understand that although we are one organisation, we work across many different places and the culture of one place may differ to another and whatever works in one place may not necessarily work in another. We must all follow policies and procedures in representing the trust, ourselves, and our patients, however, please bring your creativity and innovation to your team and create your culture of compassion your way.

Our staff networks are available to help you and are working to create resources for you to use to support the development of an inclusive culture in your Place. Please visit The Loop to download the [We Care Documents](#). Alongside resources provided by [ENEI](#) our staff networks are producing resources on:

- How to be an Active Ally
- Cultural Behaviour

Psychological Safety

Ensuring that both you and your team feel safe to come to work each day to do a good job should be at the top of the agenda each and every day, and the only way to achieve this is by getting to know your teams as individuals and how best they can work together as one team.

- Do you know if members of your team are introverted or extroverted characters?
- Do you know if they have hobbies or participate in interesting pursuits?
- Do you know what it is that drives them to do a good job?
- What is their ambition within this team and the organisation?
- Do you know how you can enable them to achieve their goals?

Answering questions such as these can ensure that you create an environment where your team thrives no matter their protected characteristic. Using time during 1:1s or your daily team huddles to create one-to-one relationships and improve team dynamics is essential to improving the wellbeing of you and your team, creating a safe space where individuals can share their reasonable adjustment concerns without fear of shame or embarrassment because they know that they will feel supported and encouraged to succeed by you as a line manager and by their team who are their peer allies.

Don't be afraid to share yourself with your team also. Let them know that you're human too! Share your hobbies and your ambitions for the team, it is essential that you are all working towards the same goal together.

It is also important to understand how their individual protected characteristics may affect your team's ability to feel psychologically safe in work. For example, do you have a racially or ethnically diverse team where items in the recent news about racism, culture and immigration may affect them? Talk to your team about the affects of racism even if your team isn't currently racially diverse as one day it might be or today you might be treating patients that are and your understanding will allow them to feel safe.

***Psychological safety is about allowing a person to safely be their authentic self. It isn't about forcing anyone to share personal information. We all have different levels of comfort about the different things we're happy to talk about at work, and these should be respected to create that psychological safety.**

Microaggressions

Microaggressions are throw-away comments that make people feel othered and or less than. This can include the comments that Leaders can say to their team and often when receiving requests for reasonable adjustments.

Comments about the budget can be extremely diminishing to staff members needing support. To ensure that staff feel valued for the work that they do for our organisation it is paramount that we support them to stay with us and to excel.

Should a staff member need an occupational health assessment, it is your role to support them to organise this and any follow-ups required, including the ordering of any specialist equipment, despite how this affects your budget. One reason reported during exit interviews as to why staff members leave an organisation is due to a lack of support and understanding.

Contact your HR Business Partner for support in this. We understand that these situations can also be stressful to you too and you do not need to manage in silence.

Your wellbeing is what is best for the team and the service

As a community trust, our aim is to create a workforce of staff that has a compassionate community culture. As leaders it is your role to drive this vision and enable your teams. It is reasonable that not every request for reasonable adjustment can be met due to many limitations, however, ensuring that you have your team and service at the forefront of decision making will help to drive these discussions forward.

Managing a team can be a tricky balancing act, much like spinning plates. Everyone in your team is different, with different needs, different goals and ambitions and different abilities to achieve those goals. And it is your job to support them all and enable the best work from them each day.

Stress and burnout are major factors affecting the work life balance of staff at all levels and managing your own wellbeing as well as supporting the wellbeing of your team can seem overwhelming, however, please note that you cannot support others unless you are also able to support yourself.

- If you are not a member of the trust staff networks, do you have your own support network internally/externally?
- Have you assessed your own needs to ensure that you can be successful?
- When was your last 1:1 with your line manager

The perception of a line manager is that you are the one with the answers, you will always get things right, but that is not true, and should not be expected. You are also learning how to collaborate with your team and sometimes will get things wrong. It is OK to say sorry, learn and do better next time because it takes time to adapt to the needs of others.

Remember, not only are you a line manager, but you are also a team member and a part of our community who needs to also be treated with compassion.