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Belfast Health & Social Care Trust
STAFF EXPERIENCE
Supporting healthy, productive teams

Understanding your Staff Survey Report

A Practical Guide for Managers

Version 2.0: October 2025

1. Introduction

This guidance is designed to support managers effectively navigate the post-survey action planning process. It provides a structured approach to understanding your team's staff survey findings, identifying key themes and trends and developing a targeted action plan. This process is vital because staff judge the value of the survey not by its completion, but by the extent to which it drives meaningful and visible change.

2. Understanding your Report

The survey is comprised of 43 closed type questions. Two new questions were added to the survey in 2025. In alignment with the NHS Sexual Safety Framework, these two new questions focus on our staff's experience of unwanted sexual behaviour in the workplace. The new questions aim to help us gauge how prevalent such behaviour may be within our workplace and to support informed action to ensure a safe and respectful environment for everyone.

Each survey question — excluding the two new questions on unwanted sexual behaviour — is assigned a Mean Rating Score (MRS), calculated from respondents' answers, with a maximum possible score of 100. These scores are not percentages, but indicators of response positivity. A lower score suggests less favourable feedback, while a higher score indicates more positive sentiment. **This also applies to the harassment and bullying question, for which the Mean Rating Score (MRS) is calculated using an inverted scale meaning higher scores also indicate a more favourable responses.**

Questions and scores are grouped and displayed under **eight broad themes** as shown in the example below (Figure 1). The questions have been adapted from the IHI Joy in Work Framework. Please see Appendix 1 for additional information on these and what they set out to measure.

Figure 1. Extract from a Directorate Report

	Directorate Mar 2024 (n=114)	Division Mar 2024 (n=27)	Difference (+/-)
We have a 'we are in it together' attitude	70.8	70.4	-0.5
Working in my team gives me a sense of belonging	72.8	74.1	1.3
People I work with treat me with kindness	76.5	74.1	-2.5
People I work with treat me with respect	76.3	73.1	-3.2
Camaraderie & Teamwork	74.1	72.9	-1.2
I am able to take sufficient breaks	64.9	67.6	2.7
There are frequent opportunities for me to show initiative in my role	73.7	73.1	-0.5
I have choice and flexibility over how to do my work	71.3	67.6	-3.7
Choice & Autonomy	70.0	69.4	-0.5
My team seek opportunities to learn from when mistakes happen	75.4	77.8	2.3
My team regularly meets to review team objectives to improve ways of working	71.5	65.7	-5.8
I am able to make suggestions to improve the work of my team/department	76.8	74.1	-2.7
I am able to make improvements happen in my area of work	67.8	61.1	-6.7
I usually have the opportunity to use my skills within my team	73.2	75.0	1.8
My manager listens to the complaints of the team and is willing to do something about it	76.1	67.6	-8.5
Innovation & Improvement	73.5	70.2	-3.2
I have the energy I need to get me through the day at work	64.0	67.6	3.6
My work enables me to act in accordance with my values	73.9	73.1	-0.8
The Belfast Health and Social Care Trust communicates in a clear and effective way with employees	57.9	62.0	4.1
I have a good understanding of the Trust's vision and strategy	62.3	69.4	7.2
I am proud to work for the Belfast Health and Social Care Trust	71.3	69.4	-1.8
Care of patients/ service users is my organisation's top priority	70.0	70.4	0.4
I would recommend my organization as a place to work	66.2	66.7	0.4
If a friend or relative needed treatment, I would be happy with the standard of care provided by this organization	66.7	70.4	3.7
Meaning & Purpose	66.5	68.6	2.1
My manager is genuinely warm and empathetic	84.4	80.6	-3.9
My manager is aware of the areas we need to improve upon	81.8	75.0	-6.8
My manager inspires me to do my best	78.5	75.0	-3.5
Participative Management	81.6	76.9	-4.7
My team shares information well	73.5	68.5	-4.9
There are enough staff in my work area / team / department for me to do my job properly	39.0	53.7	14.7
I know how to challenge and raise concerns about a work issue if I need to	76.8	82.4	5.7
I am able to raise concerns in this team without fear of negative consequences	71.9	73.1	1.2
I have the tools and equipment I need to do my job to the best of my ability	68.0	75.0	7.0
My manager is someone I can trust	82.7	78.7	-4.0
I am confident that the organisation acts on concerns that are raised	58.3	63.0	4.6
I have experienced physical violence, harassment, bullying or abuse at work in the last 12 months	82.0	87.0	5.0
Physical & Psychological Safety	69.0	72.7	3.7
I feel valued and recognised for my contribution in the team	67.5	70.4	2.8
My manager encourages me to develop my talent and skills	78.7	75.0	-3.7
Reward & Recognition	73.1	72.7	-0.5
My team willingly provides support for each other	78.3	74.1	-4.2
I am able to handle the challenges of my job effectively	72.6	75.0	2.4
I generally feel happy at work	68.6	74.1	5.4
The Trust supports my health and wellbeing	62.7	68.5	5.8
I look forward to going to work	62.7	64.8	2.1
I am enthusiastic about my job	66.2	70.4	4.1
Time passes quickly when I am working	73.7	79.6	5.9
Wellness & Resilience	69.3	72.4	3.1

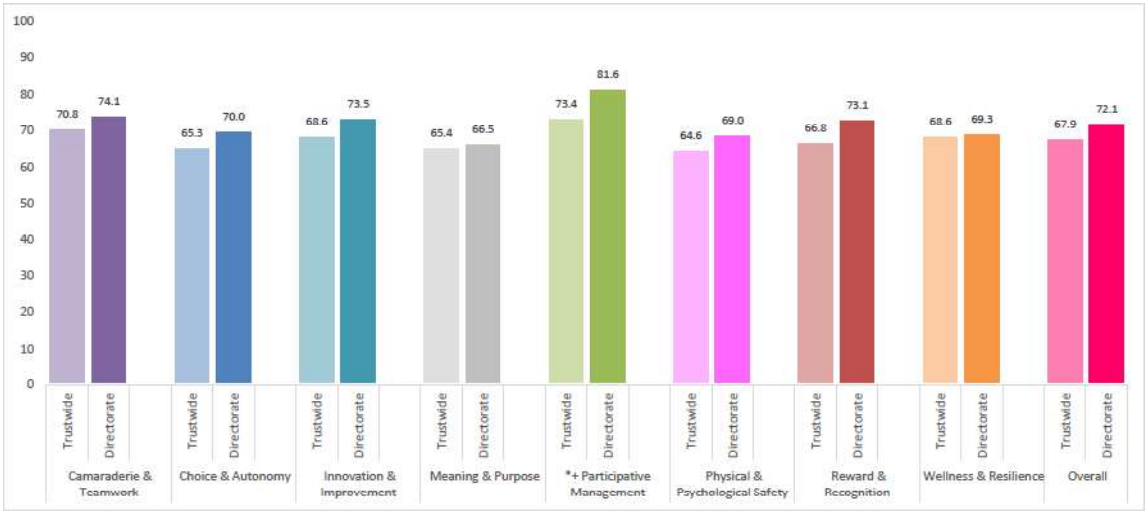
Mean Rating Score out of 100 | Higher Score = Better

+ score (score is significantly better) OR- score (score is significantly worse) - Directorate vs Division

Directorate reports include trust-wide scores for each question and theme to support benchmarking. Division, Service, and Team reports include their Directorate's scores for comparison. Statistically significant differences are marked with an asterisk (*) at both question and theme level.

Theme scores are also presented as bar charts, comparing local results with the relevant benchmark: Trust-wide scores for Directorate reports, and Directorate-level scores for Division, Service, and Team reports. As before, statistically significant differences are indicated with an asterisk. See figure 2.

Figure 2. Extract from a Directorate Report.



Responses to nine of the questions asked in the survey are used to measure and calculate the **staff engagement score** metric. These nine questions are based on research and are standardised across the NHS (see appendix 2 for additional information). **The maximum possible engagement score is five**. Research has shown that an engagement score of 3.9 and above is an indicator of a high performing team.

The example below (figure 3) illustrates how your engagement score is presented within the survey report.

Figure 3. Staff Engagement score from a Directorate Report

Trustwide vs Directorate
1-5 Likert scale

	Trustwide Mar 2024 (n=5,746)	Directorate Mar 2024 (n=114)	Difference (+/-)
I look forward to going to work	3.50	3.51	0.01
I am enthusiastic about my job	3.85	3.65	-0.20
Time passes quickly when I am working	4.04	3.95	-0.10
There are frequent opportunities for me to show initiative in my role	3.75	3.95	0.20
I am able to make suggestions to improve the work of my team/department	3.78	4.07	0.29
I am able to make improvements happen in my area of work	3.56	3.71	0.15
Care of patients/service users is my organisation's top priority	3.82	3.80	-0.02
I would recommend my organisation as a place to work	3.54	3.65	0.11
If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation	3.58	3.67	0.09
Employee Engagement Domain	3.71	3.77	0.06

For benchmarking purposes, Directorate engagement scores are displayed alongside the current Trust-wide scores. At service and team level engagement scores are presented alongside your Directorate's engagement score.

The **top five and the bottom 5 scoring questions** for your Directorate, Division/Service or Team are also highlighted in the report as shown in the example below (Figure 4).

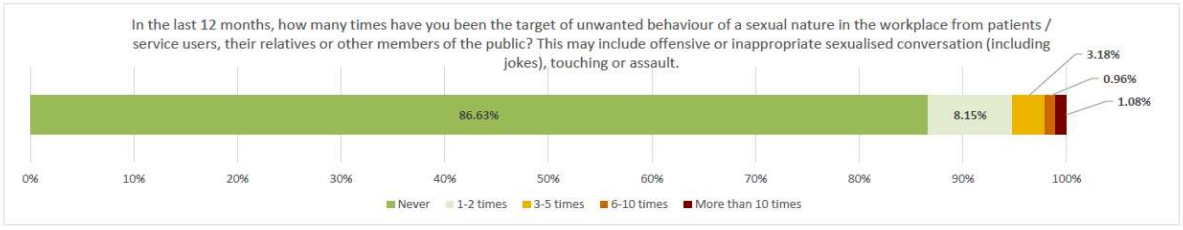
Figure 4. Top five and bottom five questions

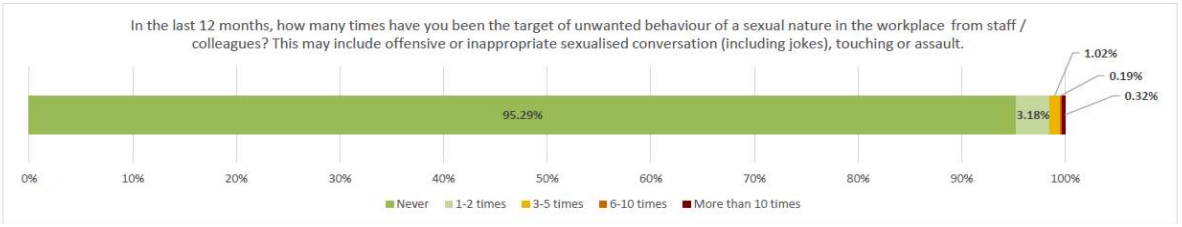
	MRS
1. My manager is genuinely warm and empathetic	84.4
2. My manager is someone I can trust	82.7
3. I have experienced physical violence, harassment, bullying or abuse at work in the last 12 months	82.0
4. My manager is aware of the areas we need to improve upon	81.8
5. My manager encourages me to develop my talent and skills	78.7

	MRS
1. There are enough staff in my work area / team / department for me to do my job properly	39.0
2. The Belfast Health and Social Care Trust communicates in a clear and effective way with employees	57.9
3. I am confident that the organisation acts on concerns that are raised	58.3
4. I have a good understanding of the Trust's vision and strategy	62.3
5. I look forward to going to work	62.7

The responses to the questions relating to unwanted sexual behaviour in the workplace are expressed as percentages in bar chart form, as shown below (figure 5). Please note that findings from these two questions are only presented in Directorate and Service Level reports: they are NOT included in Team Level reports.

Figure 5. Questions relating to Unwanted Sexual Behaviour in the Workplace





It is important that survey data relating to the two new questions on unwanted sexual behaviour in the workplace is treated and communicated with sensitivity**.** It should be used to foster respectful dialogue, support staff wellbeing, and uphold a safe workplace culture. For further guidance, see Appendix 4.

3. Reviewing and Analysing your Survey Outcomes

It is important to take time to consider the data under each core theme to **identify any themes or areas that stand out**. Summarise your key findings.

It is always useful to compare your current survey report and outcomes with previous survey outcomes. This will help to identify trends or reoccurring themes and will be useful in determining how well previous improvement plans or interventions have worked.

In addition to your staff survey data, it is also advisable to **consider other data that may be available**, e.g. SDR compliance, exit interviews, workforce data or staff compliments/complaints.

3.1 Share and discuss the findings with your team

It is important to engage and involve your team in your post survey action planning discussions. Adopting a collaborate approach will help to create a sense of ownership, build trust and increase commitment. **Answers and ideas will not exist solely in the confines of the leadership team.**

The survey results should always be shared with all relevant stakeholders and team members to promote transparency. It is useful to break the report down and provide a high-level summary of the outcomes, scores and any trends you find. Preparing visual aids such as charts or graphs will aid interpretation and understanding. Schedule some protected time for an interactive meeting – allow at least an hour to get the most from it. Ask staff for their thoughts. It is important to determine their views on the findings. Do they resonate with them? What is the story behind the data?

3.2 Agree Key Areas to Improve or Focus on

During the meeting take time to explore the findings with team members. **Agree and prioritise with them the issues or areas they most want to improve or focus on**. Consider what matters most to them and the areas where action will most likely have the greatest impact on staff experience and engagement.

There are a number of areas the team feel need improved or strengthen further. It is advisable to narrow your focus and **choose just one or two potential areas for action or improvement**. Less is more. It is better to choose a few things to progress and do well rather than many areas and risk failing with some or not being able to dedicate the time or resource needed to complete them all well. You might want to consider the use of an *effort vs. impact matrix* to assist with this part of the process (see appendix 3 for more information).

3.3 Developing your Action Plan

Once you have a focus (one or two), it can be useful to frame the problem or issue as a forward focused question. Framing it as a '*How might we?*' question works well and can make it easier to identify possible next steps or actions. Here are some examples:

- How might we better demonstrate our values daily?
- How might we improve collaboration across teams in this Directorate?
- How might we better act on new or promising ideas?

Once the actions are clear, you will need to document them, set completion deadlines, align resources and assign owners to drive accountability.

4. Action Planning Template

An Action Planning Template is attached (Appendix 5). The template provides a systematic and consistent approach to the post survey action planning process. It has been designed to assist managers create a summary of the main findings, the positive findings and any areas that need improvement. The template should not be viewed as prescriptive; teams should adopt or adapt as needed. As a minimum, it is suggested you use this template to record the following:

Part A

1. Your new engagement score. The engagement score from the previous staff experience survey for comparison purposes. If you wish to benchmark against the organisational average, include the Trust-wide engagement score also.

2. Team strengths or areas you are performing well in.

3. The broad themes that you have agreed as a team you would like to focus on or improve.

Part B

A template action plan that captures the broad areas of focus you intend to progress and corresponding actions. It also sets out who will be responsible for driving each action, your intended timeframe for achievement and for monitoring purposes a status update column.

Part C (optional for action owners)

This section is optional however is a useful resource to assist action owners' breakdown, identify and plan what and who will be needed to support them.

5. Creating a Foundation for Success

After developing your action plan, ensure its success with these key steps:

- Transparency: Share the plan and its benefits clearly with all team members.
- Open Dialogue**:** Address questions and concerns to foster collaboration.
- Regular Check-ins: Monitor progress and seek feedback on how well it is going
- Communication: Provide regular updates and share progress with the team
- Recognition: Celebrate milestones – don't forget the small wins also!

Appendix 1: Survey Themes

Camaraderie & Teamwork *Social cohesion; Productive Teams; Shared Understanding; Trusting relationships*	*What do we want to know:* ▪ *Do people feel like they have mutual support and companionship?* ▪ *Do they feel that they are a part of a team, working together toward something meaningful?* ▪ *Do they have someone they feel cares about them at work and whom they can regularly ask for advice?* ▪ *Is communication and decision-making, inclusive and transparent?* ▪ *Do team members regularly express appreciation for each other's work?* ▪ *Does the team regularly review its effectiveness and have constructive, mutually respectful discussions?* ▪ *Are all team members clear about their roles?*	*Measured By:* • *We have a 'we are in it together' attitude* • *Working in my team gives me a sense of belonging* • *People I work with treat me with kindness* • *People I work with treat me with respect*
Choice & Autonomy *Supporting choice and flexibility.*	• *Do people feel they have an appropriate level of freedom and autonomy in how they undertake their work?* • *Do people have choice over when and where the work is done?* • *Re workloads manageable, Is there sufficient time to get work done without having to take it 'home'?* • *Are flexible working arrangements, where possible, supported (e.g., remote working, flexible hours where possible) to promote work-life balance.* • *Are there opportunities for staff to contribute ideas on improving workflow efficiency or patient care processes?* • *Are staff empowered to make improvements in their work areas?*	*Measured By:* • *I am able to take sufficient breaks* • *There are frequent opportunities for me to show initiative in my role.* • *I have choice and flexibility over how to do my work.*
Innovation & Improvement *Fostering a culture of continuous improvement and innovation.*	• *Do staff feel empowered to contribute ideas, learn from mistakes and enhance team performance?* • *Do staff have the time and space to review objectives and explore new ways of working?* • *Do managers actively listen to feedback, complaints, and suggestions, and show willingness to take action to address concerns and implement improvements?* • *Does the organisation use improvement science to identify, test and implement improvements*.	*Measured By:* • *My team seek opportunities to learn from when mistakes happen* • *My team regularly meets to review team objectives to improve ways of working* • *I am able to make suggestions to improve the work of my team/department* • *I am able to make improvements happen in my area of work*

		• *I usually have the opportunity to use my skills within my team* • *My manager listens to the complaints of the team and is willing to do something about it*
Meaning & Purpose: *Fostering a culture where people and relationships are at the centre of work; having a shared purpose aligned with the organisation's mission, vision, and values.*	• *Do people know what they are doing and why they are doing it?* • *Do people find meaning in their work? Do they feel it makes a difference?* • *Do staff feel connected to a purpose that is larger than themselves?* • *Are patients/service users at the centre of everything the team does?* • *Does each team member understand their role and the role of others?* • *Do staff share success stories or patient impact stories to highlight the difference their work make?* • *Do manager articulate a compelling vision?* • *Are the behaviours of the team align with the trust values?* • *Do staff believe in and advocate for the organisation?*	• *Measured By:* • *I have the energy I need to get me through the day at work* • *My work enables me to act in accordance with my values* • *The Belfast Health and Social Care Trust communicates in a clear and effective way with employees* • *I have a good understanding of the Trust's vision and strategy* • *I am proud to work for the Belfast Health and Social Care Trust* • *Care of patients/ service users is my organisation's top priority* • *I would recommend my organisation as a place to work* • *If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation*
Participative Management *Engage staff early, keep them informed of changes, and create opportunities for input.*	• *Do you establish regular forums/town halls where staff can ask questions and provide input on strategic decisions?* • *Are staff involved in co-creating solutions to challenges in workflow or patient care, fostering a sense of ownership?* • *Do you engage before acting or implementing changes?* • *Are staff kept up-to-date and informed about changes that affect them?* • *Do managers communicate transparently and in a timely manner, especially about changes affecting day-to-day operations?* • *Do you create space and time to listen and understand the views and opinions of staff at all levels?* • *Are staff encouraged to reach their full potential?*	*Measured By:* • *My manager is genuinely warm and empathetic* • *My manager is aware of the areas we need to improve upon* • *My manager inspires me to do my best*
Psychological & Physical Safety *Building a culture of psychological safety, equity, and fairness. Having a physically safe work environment to enable staff to provide quality care.*	• *Do you promote open communication channels to enable staff to feel heard and respected?* • *Are there opportunities for teams to come together for team-building exercises to strengthen trust and reduce workplace stress?*	*Measured By:* • *My team shares information well* • *There are enough staff in my work area / team / department for me to do my job properly*

	• *Are there clear protocols for reporting incidents or near-misses in a supportive environment?* • *Are mistakes viewed as opportunities to improve and learn?* • *Are decision-making processes fair and equitable?* • *Are there clear conflict-resolution mechanisms?* • *Are there adequate staffing levels to reduce the risk of fatigue-induced mistakes or injuries?* • *Have staff both the training and tools to undertake their jobs safely?*	• *I know how to challenge and raise concerns about a work issue if I need to* • *My manager is someone I can trust* • *I am able to raise concerns in this team without fear of negative consequences* • *I have the tools and equipment I need to do my job to the best of my ability* • *I am confident that the organisation acts on concerns that are raised* • *I have experienced physical violence, harassment, bullying or abuse at work in the last 12 months*
Recognition & Reward *A focus on recognition, appreciation, and celebrating achievements.*	• *Are staff provided with regular and meaningful feedback and recognition?* • *Do you celebrate small wins and milestones to build morale, not just large achievements?* • *Do managers regularly acknowledge the contribution of staff?* • *Are staff 'thanked' for their contribution?*	*Measured By:* • *I feel valued and recognised for my contribution in the team* • *My manager encourages me to develop my talent and skills*
Wellness & Resilience *Demonstrating the health and wellness of employees is a priority.*	• *Are you fostering a supportive workplace culture by promoting mental health check-ins, stress management tools and peer support networks?* • *Do you actively promote and Improve awareness of bWell and other wellness programmes available for staff?* • *Is there enhanced signposting to health and well-being resources and support available for staff who are facing challenges?* • *Are staff supported with managing stress and cultivating personal resilience.*	*Measured By:* • *My team willingly provides support for each other* • *I am able to handle the challenges of my job effectively* • *I generally feel happy at work* • *The Trust supports my health and wellbeing* • *I look forward to going to work* • *I am enthusiastic about my job* • *Time passes quickly when I am working*

Adapted from Joy In Work Framework, Institute for Healthcare Improvement (IHI)

Appendix 2: Employee Engagement

A predicator of Employee and Organisational Performance

It is well recognised that employee engagement is linked to a variety of individual and organisational performance outcomes. The research and evidence to support this has been growing in the last decade and would indicate that more engaged staff are more likely to display behaviours that contribute to the effectiveness and health of an organisation. Employee engagement has been shown to impact absenteeism, staff turnover, patient safety, mortality and other safety indicators (West et al 2012). A 2010 study of Dutch doctors (Prins et al) found that doctors who were more engaged were significantly less likely to make mistakes. Another study by Laschinger and Leiter (2016) found higher levels of engagement amongst nursing staff were linked to safer patient outcomes.

The concept of employee engagement however is generally not well understood. Although similar to job satisfaction, employee engagement predicts a wider range of outcomes and is a better predictor of employee performance and subsequently organisational health and performance.

Measuring Employee Engagement

The NHS survey has been collecting data on employee engagement since 2009. The survey includes nine questions that measure the following three dimensions of engagement:

Motivation

1. I look forward to going to work
2. I am enthusiastic about my job
3. Time passes quickly when I am working

Involvement

4. I am able to make suggestions to improve the work in my team/department
5. There are frequent opportunities for me to show my initiative in my role
6. I am able to make improvement happen in my area of work

Advocacy

7. Care of patients/service users are my organisation's top priority
8. I would recommend my organisation as a place to work
9. If a friend or relative needed treatment, I would be happy with the standard of care provided

These questions are also a feature of the Belfast Trust Staff Experience Survey. Responses to these are used to calculate the employee engagement score. Evidence would indicate that scores of 3.9 and higher are desirable. The maximum score is 5.

Improving employee engagement

Creating a positive work environment in which staff feel valued, respected and supported can help to raise levels of engagement, for example:

- Compassionate leadership
- Supportive line management
- Working in a well-structured team
- Effective two-way communication

- Involvement in decision making
- Receiving regular feedback and recognition
- Having a well-structured appraisal
- Support and safety to innovate
- Access to development opportunities
- Good job design including task identify and autonomy

Managers more than any other factor however have been shown to influence engagement and performance (Gallup, 2021).

Appendix 3: Impact vs. Effort Matrix

The impact effort matrix is a valuable decision-making tool. It can help teams optimise limited time and resources while providing a visual guide. By moving each task or idea into a quadrant, you can quickly develop a better understanding of which are more resource and time intensive, and which have the highest potential to create lasting improvements.

Four quadrants of an impact effort matrix:

1. **Low-effort and low impact:** Actions that require little work and will have little effect on your employees.

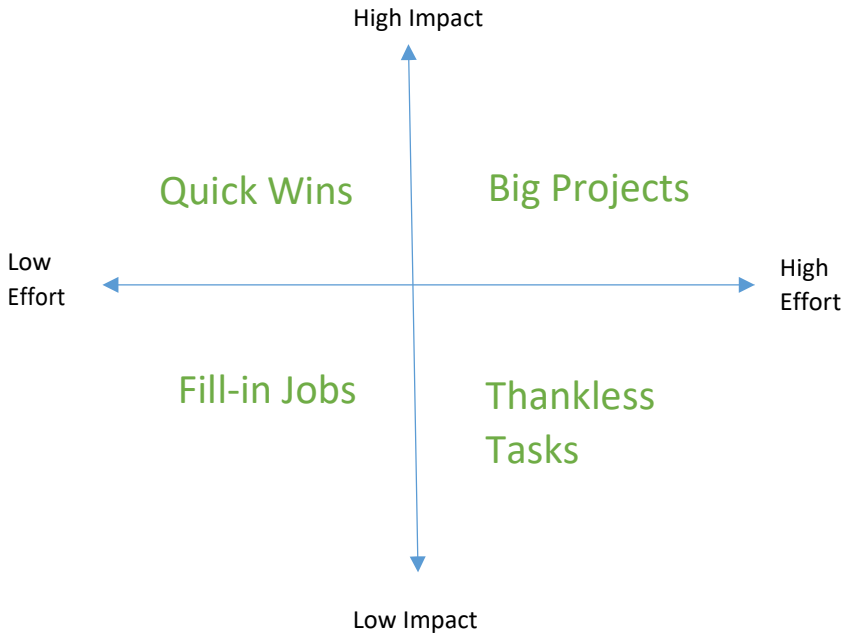
2. **Low-effort and high impact:** Actions that are quick wins, meaning they will have a significant impact on your workforce while requiring little to no work

3. **High-effort and low impact:** Actins that require a lot of time and effort but have little effect on your employee.

4. **High-effort and high-impact:** Actions that need a lot of attention and resources but will have a large impact on employees.

How does it work?

An impact effort matrix works by plotting all the various tasks/ideas related to a plan/project on a matrix with two axes: level of effort and level of impact. Sorting tasks/ideas in this way helps with prioritisation and reducing waste.



Appendix 4: Unwanted Sexual Behaviour in the Workplace

Survey Data Support Guide for Managers

Purpose of this Guidance

To support managers in:

- Understanding the context and sensitivity of the new sexual safety questions.
- Interpreting and using the data responsibly to reflect on team culture and promote open, respectful conversations.
- Communicating results with empathy and professionalism.
- Signposting staff to appropriate support and reporting mechanisms.

1. Understanding the Data.

- **Respect confidentiality:** Do not attempt to identify individual respondents or investigate specific incidents from the survey responses.
- **Avoid assumptions:** Survey responses of unwanted behaviour of a sexual nature associated with a service/team may not necessarily mean the behaviour originated within that service/team.
- **Be inclusive in interpretation:** Unwanted behaviour of a sexual nature can affect people of any gender. Whilst women are often disproportionately impacted, men and non-binary or trans colleagues may also experience such behaviour.
- **Focus on culture, not individuals:** Use the survey data to reflect on team culture, communication, and psychological safety—not to pinpoint or blame individuals. Consider whether your team environment feels safe and respectful—and what you can do to improve it.
- **Use data constructively**: The goal is to foster safer, more respectful environments. Use the insights to inform conversations and support—not punitive action.

2. Communicating the Results

When sharing results with your team:

✅ **Do:**

- **Acknowledge the sensitivity** of the topic for some staff. Some staff may find discussions around unwanted behaviour of a sexual nature distressing and may prefer not to be present during the sharing of survey results or related conversations.
- **Explain why** the questions matter: their inclusion reflects a commitment to understanding staff experiences and addressing unwanted behaviour of a sexual nature, helping to build a safer and more respectful workplace.
- **Be transparent** about the findings—whether positive or concerning. Approach them with openness and a commitment to improvement.
- **Use clear, non-judgmental language**.
- Use the data as a **starting point for dialogue**, not a conclusion.
- **Reinforce your commitment** to a safe and respectful workplace.
- **Signpost staff to support e.g.** Staff Care or the Trust's Domestic and Sexual Violence & Abuse Support Service or bWell (See below).

❌ **Avoid:**

- Minimising or dismissing the data.
- Speculating about individual cases.
- Using humour or informal tone when discussing results.

3. Following Sharing of the Survey: Concerns Raised or Disclosures Made of Unwanted Behaviour of a Sexual Nature

If a concern is raised or a disclosure made, it should be handled in line with your usual approach to managing sensitive disclosures — with care, confidentiality, and appropriate support:

- **Listen calmly, with empathy and without judgment:** Create a safe space. Let the person speak freely and avoid interrupting or reacting with shock or disbelief.
- **Take all concerns seriously:** Even if the behaviour seems minor or unclear, it's important to acknowledge the impact and validate the person's experience.
- **Avoid probing for details:** Your role at this stage is not to investigate. Ask only enough to understand what support or action the person is seeking.
- **Reassure about confidentiality:** Explain that you will treat the information sensitively but also be clear about any limits to confidentiality (e.g. if there is a safeguarding risk).
- **Know your boundaries:** You don't need to have all the answers. It's okay to say, "I'm here to support you, and I'll help you access the right help."
- **Signpost support options:** Be ready to offer information about internal support (e.g. HR, safeguarding leads, Occupational Health, Domestic and Sexual Support Service) and external resources if appropriate (see below).
- **Escalate appropriately:** Follow the appropriate Trust policy for formally reporting or escalating concerns, for example Conflict, Bullying and Harassment in relation to staff or the Zero Tolerance Approach policy: Prevention and Management of Aggression and Violence towards Staff in the workplace, in relation to service users.
- **Follow up**
  Check in with the person later to see how they are doing and whether they have accessed support.

4. Signposting & Support

Internal Support:

- **Occupational Health -** This service is available and can be accessed during office hours (Monday- Friday 9am-5pm) via phone call to Tel: 028 95040401 or via email occupationalhealth@belfasttrust.hscni.net
- **Domestic and Sexual Abuse Support service –** this service offers practical support in the workplace and emotional support to any staff member who has experienced domestic or sexual abuse. Email: domesticandsexualabusesupport@belfsattrust.hscni.net or phone 02895048667

- **Staff Wellbeing Psychology Service -** This service works to promote and support the wellbeing of staff. The service works closely with various partners including Occupational Health and HR in the development and delivery of a coordinated response to staff wellbeing at times of heightened need. You can access this service via phone: 02896151888 (available Monday-Friday 9am-5pm) or email: psychologicalsupport@belfasttrust.hscni.net

- **Staff Care -** This is a confidential counselling service which you can access on a 24 hour free phone care line, 7 days a week, 365 days per year (Tel: 0800 7313674).

- **HR (Employee Relations Team) –** If behaviour is relating to a staff member and relating to the workplace or connected to the workplace the manager can access support from the Employee Relations Team through Human Resources Information Service via phone number 0289615 9615 or via ERqueries@belfasttrust.hscni.net

- **Trade Union Representative –** Guide employees to engage with their Trade Union Representative/Professional Association who can provide valuable support, advice and representation.

- **Domestic and Sexual Abuse Support Workers:** domesticabuseandsexualviolencesupport@belfasttrust.hscni.net or 02895 048667

Appendix 5: Action Planning Templates

See attached.