

Caring for You Campaign: Working in Partnership

RCM campaign for healthy workplaces delivering high quality care



Promoting · Supporting · Influencing

www.rcm.org.uk/caringforyou





Foreword

The RCM is launching our new campaign 'Caring for You' with the aim of improving RCM members' health, safety and wellbeing at work so they are able to provide high quality maternity care for women and their families.

Maternity units are overworked and understaffed and many midwives and maternity support workers are feeling under intense pressure to be able to meet the demands of the service. RCM members have never felt so challenged in their ability to provide high quality care to women and their families. There are also worryingly high numbers of midwives, maternity support workers and student midwives who don't feel confident in raising concerns about unsafe practice.

The birth rate has been rising steadily for years and added to this maternity units are handling more complex cases. This means that midwives and maternity support workers are working harder and harder and increasingly facing difficult issues. Maternity services in the UK have been running on goodwill for years now. The service is reliant on midwives and maternity support workers working through their breaks and well beyond their hours to provide safe care for women.

The increased pressure and demands are having a significant effect on the health, safety and wellbeing of midwives and maternity support workers. RCM members are reporting that they are feeling stressed, burnt out and unable to give high

quality care to women and their families. While there is a high level of camaraderie in maternity units there are also many reports of bullying and undermining behaviours. We believe that nobody should be harmed when caring for others.

Supportive and open workplaces benefit both staff and service users. People perform better when they are confident and motivated and in good health, safety and wellbeing underpins this. By positively supporting employees' health, safety and wellbeing, employers can make sure that staff perform to the best of their ability. The strong relationship between levels of staff wellbeing and clinical outcomes is well known. Research shows that when staff wellbeing is supported, employee involvement increases, motivation and performance levels increase and outcomes for women improve. Investment in staff is an investment in care for women and their families.

The Caring for You Campaign asks organisations to sign up to our Caring for You Charter. This publication gives you information about the charter and how this will improve maternity services for both the staff and also women and their families.

Our other Caring for You publication 'Results of the RCM Health, Safety and Wellbeing Survey of Midwives, Maternity Support Workers and Student Midwives' details the findings of our survey of RCM members about their health, safety and wellbeing at work. While at times this report makes for troubling reading about the level of burn out and stress amongst midwives and maternity support workers it does offer solutions too. The evidence we present shows that when Heads of Midwifery and RCM Health and Safety Representatives work

in partnership and take action on health, safety and wellbeing it does make a difference. Stress levels are lower, health and wellbeing is better and importantly, care for women and their families improves. If you have any questions about the Caring for You Campaign please speak to your local RCM Health and Safety Representative or your Head of Midwifery. Alternatively, you can email caringforyou@rcm.org.uk.

I hope that RCM Health and Safety Representatives and Heads of Midwifery sign up to the Caring for You Charter and I urge all members to get involved in the Caring for You Campaign. In particular, I want to encourage RCM members to become Health and Safety Representatives. It is an important role in the RCM and makes a big difference to members. We give you lots of support and training and our Caring for You Campaign will make it a really exciting time to come on board. You can find out more about how to become a RCM Health and Safety Representative in the introduction of this publication.

Please make sure you and your RCM Branch are involved in the Caring for You Campaign. By working together in partnership we can make a difference and ensure that we have healthy maternity workplaces that deliver high quality care.

Cathy Warwick
Chief Executive
The Royal College of Midwives

Introduction

The Caring for You Campaign asks organisations to sign up to our Caring for You Charter so that we can improve midwives', maternity support workers' and student midwives' health, safety and wellbeing at work so that they are able to provide high quality care for women and their families.

We would like Heads of Midwifery to work in partnership with RCM Health and Safety Representatives to sign up to the Caring for You Charter. You can order poster-sized copies of the Charter from the RCM www.rcm.org.uk/caringforyou and it is copied overleaf.

You should display your signed Charter in your workplace for staff and service users to see. You can order more than one poster sized Charter if you have more than one workplace in your organisation. When organisations have signed up to the Charter you can inform us by emailing caringforyou@rcm.org.uk.

We will email all the RCM members who work in the organisation to let them know their organisation has signed up to the Charter and we will display your organisation's name on our campaign webpage (www.rcm.org.uk/caringforyou). It would be great if you can include a photo of your Head of Midwifery and Health and Safety Representative signing the Charter!

If you don't currently have a RCM Health and Safety Representative in your organisation another RCM Workplace Representative can sign the Charter instead but this would be an excellent time for your branch to elect a Health and Safety Representative!

We provide lots of support and training for Health and Safety Representatives and this is an exciting time to get involved. You can find out how to become a RCM Health and Safety Representative on our website here: <https://www.rcm.org.uk/hsrep>.

This publication gives you information about why the different elements of the Charter are important and why the Charter commitments will make a difference.

RCM Caring for You Charter

The Royal College of Midwives' Caring for You Campaign aims to improve RCM members' health, safety and wellbeing at work so they are able to provide high quality maternity care for women and their families. The RCM has produced campaign resources and information that you can view here: www.rcm.org.uk.

We are asking all NHS organisations to support Heads of Midwifery in the UK to sign up to the RCM's Caring for You Charter to show their commitment to improve midwives', student midwives and maternity support workers' health, safety and wellbeing at work so they are able to give even better care for women and their families.

This organisation commits to:

1. Work in partnership with the RCM Health and Safety Representative to develop and implement an action plan about health, safety and wellbeing issues that are important to the maternity workforce and maternity service users.
2. Ensure that midwives and maternity support workers have access to a variety of shift patterns and flexible working and promote a positive workplace culture around working time including taking breaks.
3. Foster a positive working environment for all by signing up to the RCM/RCOG statement of commitment calling for zero tolerance policy on undermining and bullying behaviours.
4. Enable midwives and maternity support workers to access occupational health and other organisational policies for both their mental and physical health, safety and wellbeing.
5. Nurture a compassionate and supportive workplace that cares for midwives and maternity support workers so that they can care for women and their families.



**RCM campaign for
healthy workplaces
delivering high
quality care**

Head of Midwifery

Signed:

Date:

RCM Health and Safety Representative

Signed:

Date:

Charter Commitment One:

Work in partnership with the RCM Health and Safety Representative to develop and implement an action plan about health, safety and wellbeing issues that are important to the maternity workforce and maternity service users.

Our Caring for You publication '**Results of the RCM Health, Safety and Wellbeing Survey of Midwives, Maternity Support Workers and Student Midwives**' details the findings of our survey of RCM members about their health, safety and wellbeing at work. While at times this report makes for troubling reading about the level of burn out and stress amongst midwives and maternity support workers it does offer solutions too.

The evidence we present shows that when Heads of Midwifery and RCM Health and Safety Representatives work in partnership and take action on health, safety and wellbeing it does make a difference. Stress levels are lower, health and wellbeing is better and importantly, care for women and their families improves.

The action in the Charter asks for the RCM Health and Safety Representative to work in partnership with the Head of Midwifery to develop and implement an action plan about health, safety and wellbeing. The results of our survey showed that it is not enough for organisations to put in place policies they must also be put into action to make a difference.

It is important that the RCM Health and Safety Representative and the Head of Midwifery develop the action plan to deal with issues that are important for your local maternity workforce and local maternity users.

To find out what the issues are you can do the following.

- Hold a branch meeting to ask RCM members what their priorities are.
- Calculate your recommended staffing levels using a recognised workforce planning tool (the RCM recommends the use of Birthrate Plus or national equivalent in Scotland) that takes account of birth rates and complexity of births.
- Investigate the levels of sickness absence.
- Find out the demographics of the local workforce e.g. the age of the workforce.
- Investigate the levels of bullying and harassment.
- Investigate the numbers of near misses and errors.



Once you have investigated the main issues in your unit you will need to develop an action plan by prioritising the different issues in the workplace and working through what you actions you will take to address the issues. Below is a template of an action plan that you can use:

Example Action Plan		
What needs to be improved?	What outcomes are needed to meet the desired impact?	What activities need to take place to achieve the outcomes?
Reduce stress in the unit	Reduced sickness absence Better performance Fewer incidences of undermining behaviours	Implement the advice in the RCM's guidance 'Work-Related Stress' – including implementing a stress management policy and running support sessions in RCM Branch meetings.

It is particularly important that the RCM Health and Safety Representative is given enough time off for trade union duties so they can work in partnership with the Head of Midwifery to take action. Additionally, it is important that midwives, maternity support workers and student midwives' are informed of the action plan and the progress of the plan as different activities are implemented. You should use different forms of communication so that everyone has the opportunity to find out about the activities, for example emails, updates on the notice board and RCM branch meetings.

You can find resources in the 'further information' section at the end of this publication that will be helpful in developing and implementing the action plan. For example, '**Work-Related Stress**'; '**Pregnancy and Maternity Rights at Work**'; '**Working with the Menopause**'; '**Working with Birthrate Plus**' and '**Standing up for High Standards**' may be particularly useful.

It is a good idea to talk to your organisation's Health and Safety Committee so you can work with other trade unions, occupational health and human resources on the development and implementation of your action plan. There will be a wealth of information that you can access so this may really help. Additionally, other areas of the organisation may have similar health, safety and wellbeing concerns to the maternity unit so there may be opportunities to work across different departments in the organisation.

We want to showcase organisations that develop and implement their action plan to demonstrate that healthy workplaces provide high quality care. When you have developed and implemented your action plan and achieved results you can share your organisation's success as best practice as part of our Better Births initiative. Please make sure you share your achievements as best practice to inspire other organisations. You can email your case study to caringforyou@rcm.org.uk.

Charter Commitment Two:

Ensure that midwives and maternity support workers have access to a variety of shift patterns and flexible working and promote a positive workplace culture around working time including taking breaks.

Our Caring for You publication '**Results of the RCM Health, Safety and Wellbeing Survey of Midwives, Maternity Support Workers and Student Midwives**' details the findings of our survey of RCM members about their health, safety and wellbeing at work. The survey results show that RCM members' shift working has a negative impact on their health, safety and wellbeing, in particular restrictions to work flexibly; working long shifts; shift patterns; missing breaks; and working beyond hours cause frequent problems for midwives, maternity support workers and student midwives. Encouragingly, when organisations, managers and RCM Health and Safety Representatives take positive action on health, safety and wellbeing attitudes to shift working and working time improve significantly.

The reality of a 24 hour service means that midwives and maternity support workers have to work a variety of shift patterns, including night shifts. More and more maternity units appear to favour a pattern of 12 hours shifts and many midwives seem to like working long shifts to meet childcare and other caring responsibilities and pursue education opportunities. However, shift working can be problematic to plan ahead and can exacerbate some health conditions.

The Health and Safety Executive (HSE) has found that shift work, especially night work, can lead to many health problems including disruption of the internal body clock; fatigue; sleeping difficulties; disturbed appetites and digestion; reliance on sedatives e.g. sleeping pills; reliance on stimulants e.g. coffee and nicotine; and social and domestic problems. Sleep loss can lead to lowered levels of alertness. Cumulative sleep loss over a number of days can result in a sleep debt with much reduced levels of productivity and attention. Such sleep loss results not only from working night shifts but also on morning shifts with very early start times and from on call situations where it may be difficult to plan to sleep.

The HSE's research also found that when individuals are sleep deprived and/or fatigued performance is affected and errors are more likely. They found that this particularly applies to tasks that require vigilance and monitoring; decision making; awareness; fast reaction time; tracking ability and memory; all of which are needed in a busy maternity unit. According to the HSE the risk of errors, accidents and injuries is higher on night shifts; is higher on shifts that are over eight hours long; increases over successive shifts, especially if they are night shifts; and also increases if there are not enough rest breaks.



Accordingly, job performance is poorer on shift work especially when working night shifts, tasks tend to be completed more slowly at night and in general the early hours of the morning present the highest risk for fatigue-related accidents. The HSE have found that for the first 8-9 hours in a shift the accident risk is constant, after 12 hours the risk approximately doubles and after 16 hours it trebles.

Additionally, research by National Nursing Research Unit at Kings College London has found that nurses who work for more than 8 hours per day are at greater risk of musculoskeletal and other work-related injuries and increased risk of motor vehicle collisions or near-misses while driving home. Moreover, the research found that working more than 12 hours increases risk of lapses in hand washing technique and greater risk of patient to professional infection transmission.

In the UK there is no specific health and safety legislation on shift working, however employers must comply with the Working Time Regulations 1998 which set limits on daily and weekly working hours and provide rest breaks during shifts and between shift changes. Moreover, employers have general health and safety responsibilities (e.g. a duty of care in law) for their employees and others. This includes removing or controlling the risks of fatigue by properly organising and planning shift working arrangements. As there is a broader responsibility for the health and safety of others who might be affected by their work activities this is an important reason why employers need to control midwives and maternity support workers risk of fatigue.

Some shift systems have less negative impact on the health, safety and wellbeing of staff and service users and organisations should implement the shift patterns with the most optimal health and wellbeing outcomes. Shift workers, especially night workers benefit from regular recovery periods of 48 hours. A shift pattern which changes about once a week is likely to be more difficult to adjust to than either a more rapidly or more slowly changing pattern. A forward rotation (e.g. morning, afternoon, night) creates fewer problems than a backwards rotation. Moreover, adequate rest breaks during shifts are essential to prevent excessive tiredness and fatigue and for rehydrating and refuelling when working in a physically demanding role.

As such it is really important that midwives, maternity support workers and student midwives have access to a variety of shift patterns and flexible working. Heads of Midwifery should endeavour to facilitate flexible working requests and offer a variety of shift patterns, including a variety of shift lengths. The rules around flexible working can be found in the publications '**Guidance on flexible working for the NHS**' and '**NHS Terms and Conditions of Service Handbook**' gives information about the contractual arrangements for flexible working and breaks in the NHS. (Links to the publications are in the 'further information' section at the end of the publication').



By providing different shift patterns and flexible working this means that midwives, maternity support workers and student midwives are retained in the workforce and their valuable skills and experience is not lost. Additionally, just as working long shifts can impact on tiredness, concentration and levels of alertness so can missing breaks. It is vitally important that midwives, maternity support workers and student midwives take their breaks and there is a positive culture around taking breaks.

Given the demands of the service and the high numbers of the maternity workforce that have childcare and caring responsibilities it may not always be possible to grant every request. When it is not possible to grant the flexible working request managers should communicate the reason why this is and try to reach a compromise or agree to review the request and grant it when it is possible.

We want to showcase organisations that provide a variety of shift patterns and flexible working and promotes a positive working culture around working time to demonstrate that healthy workplaces provide high quality care. You can share your organisation as best practice as part of our Better Births initiative. Please make sure you share your organisation as best practice to inspire other organisations. You can email your case study to caringforyou@rcm.org.uk.

Charter Commitment Three:

Foster a positive working environment for all by signing up to the RCM/RCOG statement of commitment calling for zero tolerance policy on undermining and bullying behaviours.

Our Caring for You publication '**Results of the RCM Health, Safety and Wellbeing Survey of Midwives, Maternity Support Workers and Student Midwives**' details the findings of our survey of RCM members about their health, safety and wellbeing at work. The survey results show that while many units have a strong camaraderie amongst staff there are worryingly high levels of bullying and undermining behaviours. Encouragingly, when organisations, managers and RCM Health and Safety Representatives take positive action on health, safety and wellbeing workplace culture improves significantly.

Undermining behaviour can negatively affect patient outcomes and this was a major factor in the problems experienced at Mid-Staffordshire Hospital in nursing and the failure of maternity services at Morecombe Bay. The RCM and the Royal College of Obstetricians and Gynaecologists (RCOG) have produced a 'Statement of Commitment on Undermining and Bullying Behaviours' as we categorically condemn undermining and bullying behaviour under any circumstance.

The statement promotes a positive working environment for all, where individuals and teams treat each other with compassion, dignity and respect, where critical feedback and raising concerns are encouraged, and women are central

to the care we provide. A culture in which unsafe care is reported by any member of staff, independent of their seniority, will be nurtured and supported.

It can be uncomfortable to admit that there is bullying in the workplace, but brushing it under the carpet will not make it go away. The best we can do is acknowledge the issue and try to work together to improve the situation. Therefore we are asking for all organisations to sign up to the RCM/RCOG statement of commitment on undermining and bullying behaviours.

As part of the Statement of Commitment there is a web-based toolkit that give practical advice to help. The RCM has also just launched an i-learn course about workplace bullying (the link to the course is in the further information section at the end of this publication).

We want to showcase organisations that foster a positive working environment and have a zero tolerance policy on bullying and undermining behaviours to demonstrate that healthy workplaces provide high quality care. You can share your organisation as best practice as part of our Better Births initiative. Please make sure you share your organisation's success as best practice to inspire other organisations. You can email your case study to caringforyou@rcm.org.uk.



Charter Commitment Four:

Enable midwives and maternity support workers to access occupational health and other organisational policies for both their mental and physical health, safety and wellbeing.

Our Caring for You publication '**Results of the RCM Health, Safety and Wellbeing Survey of Midwives, Maternity Support Workers and Student Midwives**' details the findings of our survey of RCM members about their health, safety and wellbeing at work. The survey results show that it is not just enough to have policies in place, these must translate into action. Encouragingly, when organisations, managers and RCM Health and Safety Representatives take positive action on health, safety and wellbeing workplace culture improves significantly.

Occupational health policies can be very helpful for midwives, maternity support workers and student midwives and it is important that midwives have access to occupational health and their recommendations are implemented.

The Caring for You survey highlighted that both stress and musculoskeletal problems were particularly an issue for midwives, maternity support workers and student midwives.

The Health, Safety and Wellbeing Partnership Group (HSWPG) published a very useful set of publications for NHS staff, managers and trade union representatives (including RCM Health and Safety Reps) about the measures that need to be taken to reduce the incidence of work-related back and musculoskeletal disorders.

For those with a musculoskeletal disorders, a 'fast track' referral to physiotherapy or occupational health could mean an early return to work. Employees returning to work may need to do lighter duties until they have made a full recovery.

Research has shown the benefits of staying in work or making an early return to both the employee and the employer. The publication also includes helpful guidance about body mapping which is an excellent tool to identify musculoskeletal hazards; understand shared risk factors; and develop practical solutions. There is a link to the publications in the further information section.

Additionally, the RCM has produced guidance 'Work-Related Stress' that sets out how Heads of Midwifery and RCM Health and Safety Representatives can work together to reduce stress in the workplace including information about how to negotiate a stress management policy. There is a link to the publication in the further information section.

There are many other organisational policies that may be in place to improve health, safety and wellbeing e.g. cycling to work schemes, employee assistance programmes, domestic violence policies, counselling services and gym memberships. When you develop and implement your action plan (commitment one) it may be a good idea to discuss what particular policies would be useful in your organisation.

Again, it is a good idea to talk to your organisation's Health and Safety Committee so you can work with other trade unions, occupational health and human resources about organisational policies. There will be a wealth of information that you can access so this may really help. Additionally, other areas of the organisation may have similar health, safety and wellbeing concerns to the maternity unit so there may be opportunities to work across different departments in the organisation.

We want to showcase organisations where RCM members have access to occupational health and other organisational policies for both their physical and mental health, safety and wellbeing to demonstrate that healthy workplaces provide high quality care. You can share your organisation as best practice as part of our Better Births initiative. Please make sure you share your organisation as best practice to inspire other organisations. You can email your case study to caringforyou@rcm.org.uk.

Charter Commitment Five:

Nurture a compassionate and supportive workplace that cares for midwives and maternity support workers so that they can care for women and their families.

Our Caring for You publication '**Results of the RCM Health, Safety and Wellbeing Survey of Midwives, Maternity Support Workers and Student Midwives**' details the findings of our survey of RCM members about their health, safety and wellbeing at work. The survey results show that while there are some issues many units have a strong camaraderie amongst staff. Encouragingly, when organisations, managers and RCM Health and Safety Representatives take positive action on health, safety and wellbeing workplace culture improves significantly.

Hopefully, as organisations meet the first four commitments of the Caring for You Charter commitment five, to nurture a compassionate and supportive workplace will happen organically from this. However, supportive workplaces don't happen by themselves and they do need to be nurtured. A good way to do this is through the local RCM branch.

A well organised RCM branch can be very supportive and many RCM members find that talking through their troubles can help. Heads of Midwifery can help by making sure there is time set aside for branch activities and RCM Health and Safety Representatives should work with RCM Stewards and RCM Learning Representatives to make sure they have a vibrant and nurturing branch.

Part of working in a supportive workplace is that midwives, maternity support workers and student midwives can raise concerns if they see unsafe practice. The RCM has produced guidance 'Standing up for High Standards' which gives useful information and advice about how to do this. (A link to the guidance is available in the further information section at the end of this publication).

Supervisors of midwives have an important role in nurturing a supportive and compassionate working environment and should be included in discussions with RCM Health and Safety Representatives, RCM Stewards and RCM Learning Representatives to help support changes to improve workplace culture.

The good news from the survey is that many midwives, maternity support workers and student midwives felt supported by their colleagues and had good friendships at work so this commitment should build upon the good relationships you already have in your unit.

We want to showcase organisations that nurture a supportive and compassionate workplace to demonstrate that healthy workplaces provide high quality care. You can share your organisation as best practice as part of our Better Births initiative. Please make sure you share your organisation as best practice to inspire other organisations. You can email your case study to caringforyou@rcm.org.uk.



About the Caring for You Campaign

The RCM is launching our new campaign 'Caring for You' with the aim of improving RCM members' health, safety and wellbeing at work so they are able to provide high quality maternity care for women and their families.



The Caring for You Campaign asks organisations to sign up to our Caring for You Charter.

We have produced two Caring for You publications. The first '**Caring for You Campaign: Results of the RCM Health, Safety and Wellbeing Survey of Midwives, Maternity Support Workers and Student Midwives**' explains why we have launched our campaign and the second publication '**Caring for You Campaign: Working in Partnership**' gives you information about the Caring for You Charter and how this will improve maternity services for both the staff and also women and their families.

You can order poster-sized copies of the Caring for You Charter and other Caring for You products from your workplace representative.

You can find our more information about the campaign by:

- visiting our website www.rcm.org.uk/caringforyou
- speaking to your RCM Health and Safety Representative or Head of Midwifery
- emailing caringforyou@rcm.org.uk.



Further Information

Caring for You Campaign – Results of the RCM Health, Safety and Wellbeing Survey of Midwives, Maternity Support Workers and Student Midwives (2016) The Royal College of Midwives www.rcm.org.uk/caringforyou

Work-Related Stress (2016) The Royal College of Midwives www.rcm.org.uk/equality-and-diversity

Equality Essentials (2016) The Royal College of Midwives www.rcm.org.uk/equality-and-diversity

Working with the Menopause (2016) The Royal College of Midwives www.rcm.org.uk/equality-and-diversity

Pregnancy and Maternity Rights at Work (2016) The Royal College of Midwives www.rcm.org.uk/equality-and-diversity

BME Midwives, Disciplinary Proceedings and the Workplace Race Equality Standard (2016) The Royal College of Midwives www.rcm.org.uk/equality-and-diversity

RCM Position Statement – Raising Concerns (2015) The Royal College of Midwives https://www.rcm.org.uk/sites/default/files/Raising%20Concerns%20Spread_0.pdf

Standing Up for High Standards (2015) The Royal College of Midwives <https://www.rcm.org.uk/content/raising-concerns>

The RCOG/RCM Joint Statement on Undermining and Bullying in the Workplace (2015) The Royal College of Midwives and the Royal College of Obstetricians and Gynaecologists https://www.rcm.org.uk/sites/default/files/Undermining%20Behaviours%20A4_7%20%20-for%20website.pdf

Working with Birthrate Plus (2013) Jean A Ball, Marie Washbrook and the Royal College of Midwives <https://www.rcm.org.uk/briefings-and-reports>

Spending on Agency Midwives in England (2015) The Royal College of Midwives <https://www.rcm.org.uk/briefings-and-reports>

The State of Maternity Services (2015) The Royal College of Midwives <https://www.rcm.org.uk/briefings-and-reports>

Undermining and Bullying Behaviours in the Workplace i-learn course (2016) <https://www.rcm.org.uk/i-learn-and-i-folio>

The Code for Midwives and Nurses (2015) NMC <https://www.nmc.org.uk/standards/code/>

Managing the Risks of Sharps Injuries (2015) Health, Safety and Wellbeing Partnership Group (NHS Staff Council) <http://www.nhsemployers.org/case-studies-and-resources/2015/12/hswpg-sharps-guidance>

Guidance on the Prevention and Management of Stress in the Workplace (2014) Health, Safety and Wellbeing Partnership Group (NHS Staff Council) <http://www.nhsemployers.org/case-studies-and-resources/2014/11/guidance-on-the-prevention-and-management-of-stress-in-the-workplace>

The Importance of Effective Partnership Working on Health, Safety and Wellbeing (2014) Health, Safety and Wellbeing Partnership Group (NHS Staff Council) <http://www.nhsemployers.org/case-studies-and-resources/2014/05/the-importance-of-effective-partnership-working-on-health-safety-and-wellbeing>

Back in Work Back Pack (2015) Health, Safety and Wellbeing Partnership Group (NHS Staff Council) <http://www.nhsemployers.org/case-studies-and-resources/2015/10/back-in-work-back-pack>

Health and Safety and Organising: A Guide for Reps (2016) The TUC <https://www.tuc.org.uk/sites/default/files/TUC%2025951%20Health%20and%20Safety%20Organising%20Report%20v4%20Lo-res.pdf>

Guidance on flexible working for the NHS (2014) NHS Staff Council <http://www.nhsemployers.org/~media/Employers/Documents/Plan/Guidance%20on%20flexible%20working.pdf>

NHS Terms and Conditions of Service Handbook (2016) NHS Staff Council http://www.nhsemployers.org/~media/Employers/Documents/Pay%20and%20reward/AfC_tc_of_service_handbook_fb.pdf

Work and Well-Being: A Trade Union Resource (2015) The TUC <https://www.tuc.org.uk/sites/default/files/work-and-well-being-2015.pdf>



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