## Arriva Trains Wales new approach to Supporting Employees involved in a Workplace Trauma and the reasons for the change



### The Benefits so far

By having increased provision of trauma focused psychological treatments has lead to a more focussed and structured process and return to work plans being considered midway through treatment

> Devised a training plan for managers who have to deal with trauma.

- New drivers are warned during the Induction stages of the horrors they could face on the track.
- In the development of a robust training plan and supporting Management Guidance gives consistent approach across the business.
- We have concentrated on highlighting its advantages to employees, in particular, setting out that it is a therapy focused on the future and does not encourage them to dwell on the past.
- We can provide employees with access to face-to-face TF-CBT sessions or telephone and /or a mixture of both.



## What we had before

#### Support via AXA PPP Healthcare (Employee Assistance Programme)

Individuals would be provided with contact details for the counselling support and in some area's they would be self refer whereas in others a manager may refer. As such there was an inconsistent approach throughout the business.

- Individuals were still not recovered at the end of the sessions and in 1 case never returned to work.
- Counselling was individual choice and not mandatory.

#### **Occupational Health**

Individual would attend Occupational Health Assessment after 4 weeks as part of LTS Procedure.

#### **Welfare Meetings**

- Individual would attend meetings with Line Manager and Human Resources following Occ Health review.
- The counsellors role was to draw the client out through open-ended and closed questions and make the individual feel safe enough to open about their thoughts and feelings. What it didn't do is to get an individual to face their fears.

Each of these processes got them to avoid talking about the incident



## **Research findings - Why change**

>Advice from Professor Rogers (CBT Therapist) was that the 'test case' was suffering with PTSD but treatment was left too late – premature retirement resulted.

> Feedback from interviews with employees and managers was that the current system was not working. The aftercare attention following the incident was critical to recovery but lacking in our processes.

The team researched PTSD and found that the symptoms of suffers in disasters etc. were identical or similar to those involved in operational fatalities. Recognised that we were a high risk employer where employees could be exposed to PTSD.

International research shows that 16% experience a person under train event and go onto develop PTSD. 30% develop other mental health issues – depression/anxiety disorder.

> Reviewed and considered best practice of the NHS National Institute for Clinical Excellence (NICE) Guidelines on Post-traumatic stress disorder (PTSD) on the treatment of psychological trauma and organisational approaches to trauma management.

>TF-CBT is fairly quick and effective as it helps employees to reverse negative thought processes.

International research showed recovery from PTSD is unlikely if suffers do not have access to Trauma-Focussed treatment.

> Embraced and embedded it into our Health and Wellbeing Strategy.



## **Research to justify the change**

- As part of our Health and Wellbeing Strategy we wanted to analyse current levels of support to an unpredictable situation that is beginning to become something inevitably encountered by drivers during the course of their career.
- Devised a programme of 1:1 sessions with employees and managers to assess current system with the initial interviews carried out independently supported by RSSB secondee.
- Common theme coming through was that drivers who had counselling support continued to have issues of avoidance of work, colleagues and saw little or no improvement in symptoms.
- Research showed individuals had some and / or all the symptoms of Post Traumatic Stress Disorder (PTSD).
- Studied a driver exposed to two separate fatalities and compared recovery with soft skilled counselling v Trauma Focussed CBT.
- Looked at the specialist support available in treatment of PTSD.
- Used test case referral to Professor Paul Rogers and analysed the two different approaches. Found that those exposed to trauma had twice as much time off as non exposed Drivers 1 year after incident and some went onto have Safety of Line incidents.



## What we did

> Reviewed our existing Chain of Care Policy against the NICE Guidelines.

Identified through data analysis that Chain of Care was the highest of the sickness absence cases to be off work 12 months or more.

➤ Worked with experts in the field of TF-CBT.

Looked at the changes Royal Mail had made to help Postal workers who had a high amount of trauma related incidents.

> Designed a Manager Guidance and Trauma Pack.

➤Compiled a training programme to launch the new way of working and rolled out to Managers and Trade Union representatives.



# **Management Information**







Action required Day 1 Immediately post-moderal. Weitare Check by Welface phase managers/supervisors. Wellare Check - What to do: · Most important thing is to deal with the Practicalities and remove any worrised · Do they want you to mig next of kin · Can you sollect their children from achoolichidcare · Offer to get them milk, bread Take them hence or if alone to a friend, family member etc. It is crucial throughout that you do not offer any advice.

### That said, many will feel ready to return to work before 26 days and will have no significant Train each, release was not instance to sealed to sealed before 28 days and well have no signational improperse, its sealers, it is also at to backlase such a request as work is well known to improve meetar weldening. However, if relatings andy, they will need to be assessed by PTH prior to samp on any work responsibilities.

the rever, some prope experience a perioder revolues came pre-member (PTRO), Symptoms but are most commonly experienced by people with PTSO include: re-experiencing the trauma through visid and distressing memories or dmams In-experimence the tracket tricket which and detressing memories or drawns existing teleform that memor these of the tracement renet being munit, as though they don't have the same range of teelrigh as normal being in a state of 'alertness' - watching out for danger · Impaired concentration, attention and short terms Remember Not everyone who is exposed to bauna will prior to develop PTSD at 28 data. Interestedent that overyptics and an exposed to thisms and go on to develop innot all all stays. Understandings, we cannot provide who will and who wants, therefore this baseline has been designed cautiously so that it bed enables those who do go on to develop PTSD.

Following a traumatic event, some people experience a particular condition called prod.

nitial 4 weeks

hain of Care Payment Proces

Payroll Average earnings paid for 4 weeks

ter 4 weeks the process is as foll

CRM a dylams Patroll

Attention to Basic Needs, with Compassion Line Manager meets with advidual to explain reasons

These ABC's mean looking after the employee immedi-ately after the event by:

A good way to respond at this time is to pay:

It really is important to listen carefully and not just as-sume you know what the employee needs. It is better to ask them "How are you? Or "What can I do to help?" rather than "What haveneed?"

. Staying with them or making sure they are not on their own Reassuring them that you will support them

Checking out their practical needs, whether there is someone at home or if they need you to get herak write for them

Making the workplace helpful

Show compassion

Be careful about humour Know some people will be more affected than

Know what help is available and communicate i

ber some staff will be more vulnerable if:

They have experienced another trauma Are currently dealing with psychological difficulties

Recently experienced a life event - eg divorce

who can collect their children from school/childcare providers -Offer to get them milk, bread -Take them home or if alone to a friend, family member The most important thing is to deal with the practicalities and remove any worries! It is crucial throughout that you do not offer any advice on Track to Recovery

**Getting Your Employee** 

Day 1 - Welfare Phase -Do they want you to ring next of

**Chain of Care Leaflet** We are there to support you as well and consider your own psychological health. If you feel that you need support make sure your speak with your own manager so that support can be put in place quickly for you. (for Managers whose employee has experienced trauma) We have developed a helpful timeline on the process and timescale for action and this is available on our Company

Your own well being is important to us as we know yo have the difficult task of supporting these employees. Remember that supporting an employee after a trauma is exhausting and you may have lots of feelings of fear, helploseness and anyiety

Below is a reminder of what is needed on Day 1

Action required

Kie -Can you contact a relative/frien

nau Arriva Cymru Lir 81 Mary's House 47 Penarth Road CardiffiCaerdydd CP10 60J

ARRIVA Trains Wales





The following guidance is provided to Managers when dealing called out to the trauma score and also for the 3-4 weeks there. cased out to the trauma scene and also for the 3-4 weeks shifted a PTH / Trauma Focusted CBT (TF-CBT) assessment / treatment

Part Part This is only guidance and the Manager must "call it as they a This is only guidence and the Manager must 'call it as they is professional judgement to assist them. One of the most important is suproved therein is no 'one size this all sepretain for everyout and every is imported thereing's, indeed as sumo person may respond differently a support of thereing is not all them is to ask it would be all they this is how cannot ensure much an even parameters due to conversion difficult the or cannot ensure and an even parameters due to conversion difficult the or cannot ensure and an even parameters due to conversion difficult the or cannot parameters and an even parameters due to conversion difficult the or cannot be also an even parameters due to conversion of the or the or cannot parameters and an even parameters due to conversion of the or the or cannot parameters and an even parameters due to conversion of the or the or cannot parameters and an even parameters and the or cannot be also as the or cannot parameters and an even parameters and the or the or the orthogonal test the orthogonal test and the orthogonal test and the orthogonal test the orthogonal test and the orthogonal test and the orthogonal test test and test and the orthogonal test and test and the orthogonal test test and tes information, the general turk is more in to aim the person while they are if they cannot answer such an open question due to concentration difficult they cannot answer such an open question due to differ them options to choose from different sectors. distress then it can be a good idea to other them options to choose ton, prefer 1 drop your home or prefer someone comes to collect you (and your prefer 1 call around in the morning or afternoon) What time evaluative and is likely to field as it the normal rules of lith home been threaten', so analysis decisions thready their open ended - or forced choice / cleased publicities cal-decisions thready their open ended - or forced choice / cleased questions ca Anything that helps the person "leel more in control" is a good idea.

tation / returning the scene to

performance issues behind them - anyone an develop PTSD Allow the person to ventilate their feelings

Demonstrate active listening (nods, uttering aha, eye contact, reflecting back, etc) Seek advice / help of others if at all worried

Put the employees previous sickness /

fears without interrupting too much

(PTH, HR, GP, etc.)

Further do's and don'ts include:

Avoid Being pressurised into putting the function the tailway first Make assumptions that the employee will be "OK" Be yourself, take your time - don't rush the your lefs, user your user – oun river decisions despite the pressures on you Put the employees situation and health as high on your priority list; as high as the based on their past coping



coping style.

score

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Make judgements about the employees "right" to be

traumatized. Different experiences at work and outside traumaniere. Onterent expensiones at work and outsid can contribude to a trauma response. Shop the person from taking about their anxieties. Do social offering advice about how to overcome their

avoid onlying acress about now to overcome ever psychological difficulties - they will have their own

aking it all on yourself - you may be able to do this a

few limes, but you risk your own health if you keep

The second second







Employee gass into norma sickness procedure rules

Ine Manager Informs Payroll that average earnings cease

Trauma Process Flow

Line Manager email Employee Relations Manager (ERM) seeking approval to payment of average

Employee Netations Nanager meets Line Nanager and reviews Case

Inerapy for Post Traumatic Stress Disorder (PTSD) roles assisting you to process the memories bong you to re-engage with life and the thing

help in bring a new perspect

We can offer you individual therapy for PTSD.

Let us know your thoughts

#### Bywyd lach

ARRIVA Chain of Care Leaflet

(for employees exposed to Trauma at Work)

On the day of the insident our main concern is taking care of all your practical needs, which

night be wanting us to make a phone call on your bahalf or simply having your car driven home for you.

UK Trauma Group has links to a selection of materials and information which you may find height.

**Getting You Back On Track** to Recovery

e pror feedback and encourage people en through this support process to sho perfector and give or suggestions on b Uneful web links

Send your heelback via our Health and Hell Being mail healthy living@arrivate co.uk

Visit their site at www.sktrauma.org.sk or see the NCE Guidelines on the Company Intranet

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## In conclusion

Since beginning this piece of research we have found that individuals are experiencing an event outside of their normal human experience and often the response can be delayed. The reactions that follow such a trauma may seriously hamper and interfere with their life. By considering that the traumatic accident is a job related risk and providing close psychological support for each individual, is likely to increase their ability to recover from the event.

Furthermore, the "person under train" accident which a driver can be confronted with during the course of their career should be recognised as an occupational risk and this is made clear during interview and induction stages. Ultimately, by having a better knowledge of the vulnerability factors and evaluating the support provided have been essential.

There is a great deal to gain from early intervention as it can prevent secondary disabilities and premature retirement along with long term benefits for the business and economy, in terms of sickness absence costs.



# **Question and Answer Time**

