



Police Service
of Northern Ireland

Occupational Health and Wellbeing Services

**we care
we listen
we act**



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Foreword

As a progressive and supportive employer the Police Service of Northern Ireland really values the health and wellbeing of our workforce and understands the importance of maintaining a healthy and motivated workforce.

Most people only realise how important health is when they are ill. However, health is more than just the absence of illness.

The World Health Organisation defines health as 'a state of complete physical, mental and social wellbeing'.

Occupational health services are a specialist branch of public health which focus on the protection of people's health at work and the promotion of health, wellbeing and work ability of our workforce as well as the prevention of ill-health of workers in all occupations. Occupational health is about understanding the impact work has on staff health and helping to ensure staff are fit to undertake the role they are employed to do throughout their career in policing.



Our support for your health, safety and wellbeing starts even before you start work in the Police Service of Northern Ireland through education and awareness as part of our recruitment campaigns and through pre-employment health assessments.

Throughout your career Occupational Health and Wellbeing Services are available to help you, alongside your management, to maintain high levels of operational fitness, health and wellbeing. We have services available at many touchpoints in your career.

The Police Service of Northern Ireland cares about you, we value your contribution and we understand the challenges you will face in your career in policing.

We have invested considerable, high standard resources to provide prevention, intervention and recovery services to help ensure you are well and healthy to undertake the role required.

'Wellbeing is about the combination of our love for what we do each day, the quality of our relationships, the security of our finances, the vibrancy of our physical health, and the pride we take in what we have contributed to our communities. Most importantly, it's about how these five elements interact.'
(Tom Rath)

PSNI's Director of Occupational Health and Wellbeing leads a multi-disciplinary team of compassionate, dedicated and motivated health and wellbeing professionals to help you be happy, healthy and here! This OHW Services Booklet provides more detail and information on PSNI's Occupational Health and Wellbeing along with each of its service areas.

About Occupational Health and Wellbeing

The aim of Occupational Health and Wellbeing (OHW) is to deliver a safe, effective, quality occupational health service to the Police Service of Northern Ireland, and all Police Officers and Police Staff.



be divided into three broad categories namely:

- Prevention
- Intervention
- Recovery

The multi-disciplinary OHW team comprise of the following:

- Medical and Nursing Services
- Musculoskeletal Services
- Mental Health Services
- Physical Health and Wellbeing
- Business Support and Administration



Leaders are increasingly aware of how essential employee health and wellbeing is to the success of an organisation. Employee wellbeing means better employee morale and engagement, a healthier and more inclusive culture and a better work life balance.

People are our most important resource, and engagement with staff about their health has become business critical like never before. The aim of Occupational Health and Wellbeing is to deliver a safe, effective, quality occupational health service to the Officers and Staff of the Police Service of Northern Ireland, demonstrating that we are a compassionate organisation, looking after the health and wellbeing of our people for the duration of their careers.

Occupational Health and Wellbeing provides an essential component in ensuring and improving health, safety and wellbeing, supporting workforce productivity and business performance.

OHW is not a substitute for Primary Care, rather we provide independent, objective and confidential assessment, advice and support to both the individual, management and the organisation.

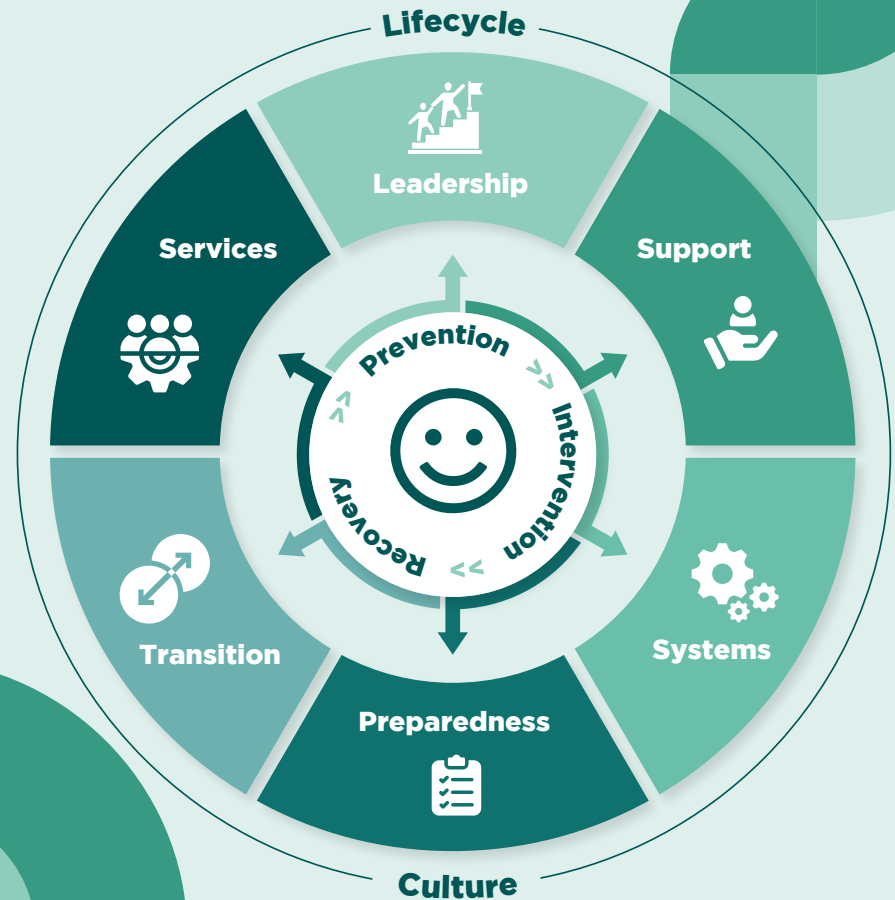
Occupational health services contribute to the effective management of the health of workers and workplaces, supporting employers to meet their legal responsibilities to:

- Provide healthy workplaces and work;
- Protect people from developing work-related ill health;
- Provide health surveillance;
- Adjust work for people with health problems or disabilities.

We promote and help maintain the highest degree of physical, mental and social wellbeing of our workforce in all their occupations.

To provide this service a small multi-disciplinary team of health and wellbeing professionals work alongside almost forty external contractors.

Police Service of Northern Ireland Occupational Health Model



Confidentiality

All the occupational health professionals, staff and contractors have a duty to protect patient confidentiality; to inform you how your health information is recorded and used and of your right of access to your personal information. We will not disclose any information without consent; unless someone may be at risk of serious harm and in line with the law.

Our Service Delivery Model

Prevention: Be aware, then prepare

This means that we are aware – aware of the risks in the work environment, putting in place initiatives that will reduce the risks of mental or physical health injury. It also means developing and strengthening the skills and capability of our people to prepare and equip them to undertake their roles.

This includes effective staff selection strategies, engaging employees, building leadership skills, enhancing resilience and coping abilities, developing confidence in operational skills, more streamlined and integrated work systems, and developing an effective and efficient education and support programme that is truly fit for purpose in this dynamic and challenging work environment.

Intervention: Spot the signs and act

This means that we are ready – that at the earliest signs and stages, we are ready to provide effective and accessible early intervention. This includes health surveillance, increasing awareness and education, encouraging people to speak up, supporting help-seeking behaviours, educating and empowering Line Managers and improving all aspects of mental and physical health services.

Recovery: Respond, recover and grow

This means that we are responsive – maintaining a person-centred approach to provide the right care at the right time that meets the needs of the individuals and the organisation.

Response and intervention should empower everyone to not only recover, but also to grow, and be able to participate in a fulfilling career and life.



Medical Services

Our Medical Team consists of a Senior Medical Adviser and Medical Advisers.

Medical Services are responsible for service development and delivery, providing clinical leadership and management to the OHW team.



The Occupational Health Medical Advisers perform medical assessments and provide clinical and educational supervision to the Medical Team.

Medical Advisers are qualified and experienced registered medical practitioners with a wealth of experience in various clinical areas, and expertise in occupational medicine.

As a medically led service, and in addition to providing supervision to the whole multi-disciplinary clinical team, the main areas of work include:

- Providing expert advice to the multi-disciplinary team in clinical meetings and complex case management.
- Providing expert advice in relation to complex case management.
- Fitness for work cases which have been escalated from other members of the team, or which require specialist medical input.
- The certification of candidates at pre-employment health assessment, in line with legislative requirement.
- Assessment of any medical condition directly and causally related to an injury on duty (IOD).
- Preparation of ill health retirement case summaries and medical files for the Selected Medical Practitioner to make a decision on Ill Health Retirement.
- Assessing suitability to hold and retain a firearm.
- Undertaking medical assessment suitability for driving police vehicles.

Nursing Services

The OHW Nursing Team employs Occupational Health Nursing Advisers (OHNAs), Practice Nurses and Occupational Health Technicians.

An OHNA is a nurse who has completed mentored specialist practice and who is legally recognised and licensed to practice and support the working age population.

OHNAs are Case Managers who provide a range of health assessments and advice to individuals, groups and managers taking into account any role-related risks to provide functional assessments and advice.

Initial referrals received from a Line Manager are triaged and passed on to the relevant team within Occupational Health for assessment and any appropriate intervention.

As a Case Manager an OHNA will progress a case, taking professional advice from and with consent, communicating with or referring to other members of the Occupational Health Team, Primary Care or other specialists as required.



OHNAs deliver satellite clinics from suitable premises throughout the Police Service of Northern Ireland estate.

The OHNA will advise on how the Police Officer or Police Staff member might be best supported within OHW and the Police

Service of Northern Ireland in addition to signposting to other appropriate organisations and resources. OHNAs aim to provide relevant and timely information, including occupational health reports through secure and confidential Occupational Health systems.



The Occupational Health Nursing Team also plan and deliver:

- Pre-employment assessments and vaccinations.
- Fitness for work reports, sick absence and rehabilitation assessment and recommendations to management.

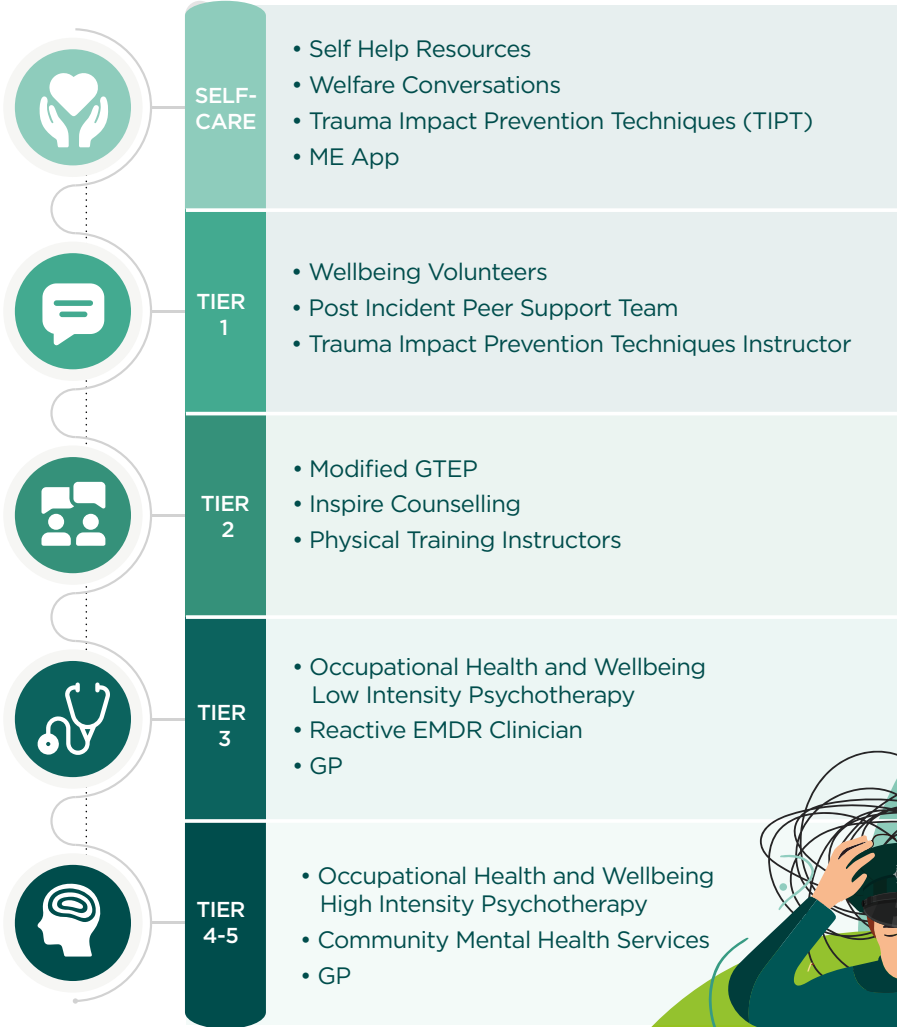
- Health protection including immunisation programmes and blood and body fluid exposures.
- Health surveillance for noise, including audiometry assessments.
- Health and Wellbeing promotion, education and awareness events.

Mental Health Services

OHW’s Mental Health Services (MHS) are a work-focussed, prevention and intervention service supporting individuals who have been, or could potentially be psychologically injured as a direct result of their job.

MHS operates a stepped care model, guiding Police Officers and Police Staff to enhance their resilience through use of a comprehensive range of wellbeing and resilience resources.

A number of mental health staff are employed to achieve this, including Clinical/Counselling Psychologists, Assistant Psychologists, CBT Therapists, Employee Support Officers/Counsellors, Peer Network Clinical Lead and a Mental Health Risk Management Strategic Lead.



Self Care

Self-care resources are developed and regularly reviewed by MHS staff to reflect up-to-date evidence based information and strategies to enhance mental health within policing. These can be accessed on the MHS POINT page and include:

Wellbeing Trauma Resilience Plan

Designed to encourage you to think about how your policing role may impact your mental wellbeing throughout your career and provides ways to protect your mental wellbeing and build resilience through self-reflective questions, information, healthy coping strategies and signposting to additional resources. Electronic and hard copies are available.

Wellbeing E-learning Series

Three modules designed to provide ideas and practical strategies to better manage stress and trauma exposure in policing. These include: Psychological Wellbeing in Policing, Trauma informed practice, and Psychological resilience skills.

Wellbeing Libraries

Access to the National Library of Policing online library consisting of a range of e-books and audio books. A Wellbeing Library containing a range of hard copy books is also available within the library at Garnerville.

Are You Worth It Series

Wellbeing podcasts developed in collaboration with Dr Jess Miller a leading expert in police mental health and author of the Police Mind.

ME APP

A psychological self-evaluation tool which enables users to be more informed of their mental wellbeing. There are a range of resources within the App to help build resilience and improve mental health. The App is available on Police Service of Northern Ireland devices, is strictly confidential, with no access to individual results by OHW, HR or Line Managers.

Trauma Impact Prevention Techniques

Training developed by Police Care UK which teaches officers and staff techniques designed to support the human brain to process highly stressful or potentially traumatic incidents.

Wellbeing Workshops

For example, stress management, stress awareness and resilience building. Workshops can be requested however, availability is resource dependent.

Tier 1 Resources

Wellbeing Volunteer Programme (WVP)

Available to all Police Service of Northern Ireland staff regardless of rank or position. The WVP consists of a broad group of Police Officers and Police Staff who directly understand some of the particular and unique challenges of working within the Police Service of Northern Ireland and who have been trained in peer support, mental health, therapeutic

skills, suicide prevention and psychological first aid. WVP is a voluntary, non-clinical support programme which utilises the wisdom that comes from lived experience and from colleagues who have “walked the same path and worn the same shoes”. It offers practical, social and emotional support on a short-term basis, under clinical governance of MHS. This is a self-referral only service available by emailing: **zWellbeingVolunteerCoordinator**

Post Incident Peer Support Team (PIPST)

A team of accredited mental health champions including Police Officers and Police Staff of all ranks and grades who provide Post Incident Stress Management, 24/7, for Police Officers and Police Staff who have recently been involved in a potentially traumatic or highly stressful work related incident. Clinical governance is provided by MHS. Self-referrals, supervisor and line management referrals can be made by emailing: **zPostIncidentPeerSupport**

Tier 2 Resources

Modified Group Traumatic Events Protocol (GTEP)

This is a group based form of EMDR that has been slightly modified for policing so that it can be delivered by trained peer supporters. EMDR is an evidence based intervention for the impact of trauma and supports the human brain to adaptively process highly stressful and traumatic experiences. This is an early and preventive intervention. Research has shown that the use of GTEP can decrease the onset of PTSD, depression, anxiety, substance use, relationship and health issues that can occur following exposure to work related trauma. This is a self-referral only service accessed by emailing **zGTEP**.

Lena by Inspire Workplaces

Provider of the Employee Assist Programme. Police Officers and Police Staff can self-refer and receive up to six sessions of counselling (per year) from an independent security vetted self-referral counselling service. Stressors can be either personal or organisational stressors causing occupational stress or mild psychological distress. Self-referral only, telephone number:

08081692668

Physical Training Instructor

See Physical Health and Wellbeing section.

GP

As soon as you notice you have been impacted by your work, contact your GP. Your GP is your primary carer and it is important that they are aware of your health difficulties so that appropriate help can be provided. OHW is not a replacement for primary care services.

Tier 4 Resources

High intensity Psychological Therapies

Talking therapies may be offered for the impact of organisational stressors, which are causing significant disruption to functioning in work, and moderate to severe psychological distress. For example, trauma focused treatments including CBT and EMDR.

All management referrals to OHW requesting mental health support will receive an initial assessment which is then used to determine the most appropriate step of care required. If psychological therapies are recommended, the individual will be placed on the relevant waiting list.

Tier 3 Resources

Low intensity Psychological Therapies

Talking therapies may be offered for the impact of organisational stressors, which are likely to be short term in nature, causing mild to moderate psychological distress. For example, short term person centred counselling and short term solution focused counselling.

Reactive EMDR Clinician

A short course of EMDR may be offered after completion of MGTEP if clinically indicated.

Tier 5

Community Services and GP

MHS will signpost to community and GP services when the presenting problem is outside the remit of OHW or the problems severity/complexity requires specialist service input.

Musculoskeletal Services

The aim of Musculoskeletal Services (MSK) is to reduce the impact of musculoskeletal injuries and disorders on Police Officers and Police Staff members, their work and the organisation as a whole.

The Team consists of the Head of MSK Services, a Specialist OH Physiotherapist and OH Physiotherapists. Our key activities include:

- Fit for Work assessments for Police Officers and Police Staff members with any form of musculoskeletal or orthopaedic condition;
- Ergonomic research, interventions and advice including input to body armour design, selection of vehicles, uniform, PPE and office equipment;
- Health promotion advice and campaigns relating to physical health.

Our work is supported by a large team of over forty contracted physiotherapists on the Seapark Physiotherapy Service Approved List. They provide:

- Rapid access local treatment to Police Officers and Police Staff members when their physical work activities are affected.

Musculoskeletal conditions are very common and can have a significant impact on a person's ability to undertake the physical activities of their job. They account for approximately 35% of GP appointments and are frequently the leading cause of sickness absence for working age group adults. Most roles within the Police Service of Northern Ireland have physical demands and work activities can sometimes be a source of musculoskeletal injury.

Fitness for Work Assessments

Fitness for Work assessments for individuals with a wide range of physical injuries and disorders such as back pain, fractures, orthopaedic surgery, sprains, strains and joint conditions. All line management Fit for Work referrals (made via eservices) which relate to musculoskeletal disorders are directed to a member of the MSK Team. These assessments, undertaken by experienced musculoskeletal physiotherapists with additional Occupational Health and Ergonomics qualifications, include a clinical

examination and functional assessment for role. Specific work rehabilitation and/or duty adjustments may be recommended if required.

Ergonomic Assessments

Ergonomic assessments are undertaken with individuals or on a departmental basis if it is thought that the work equipment or environment may be affecting physical health. Advice might include the recommendation of alternative work equipment or work practices. Ergonomic advice is also provided to the Police Service of Northern Ireland in a range of forums across the organisation.

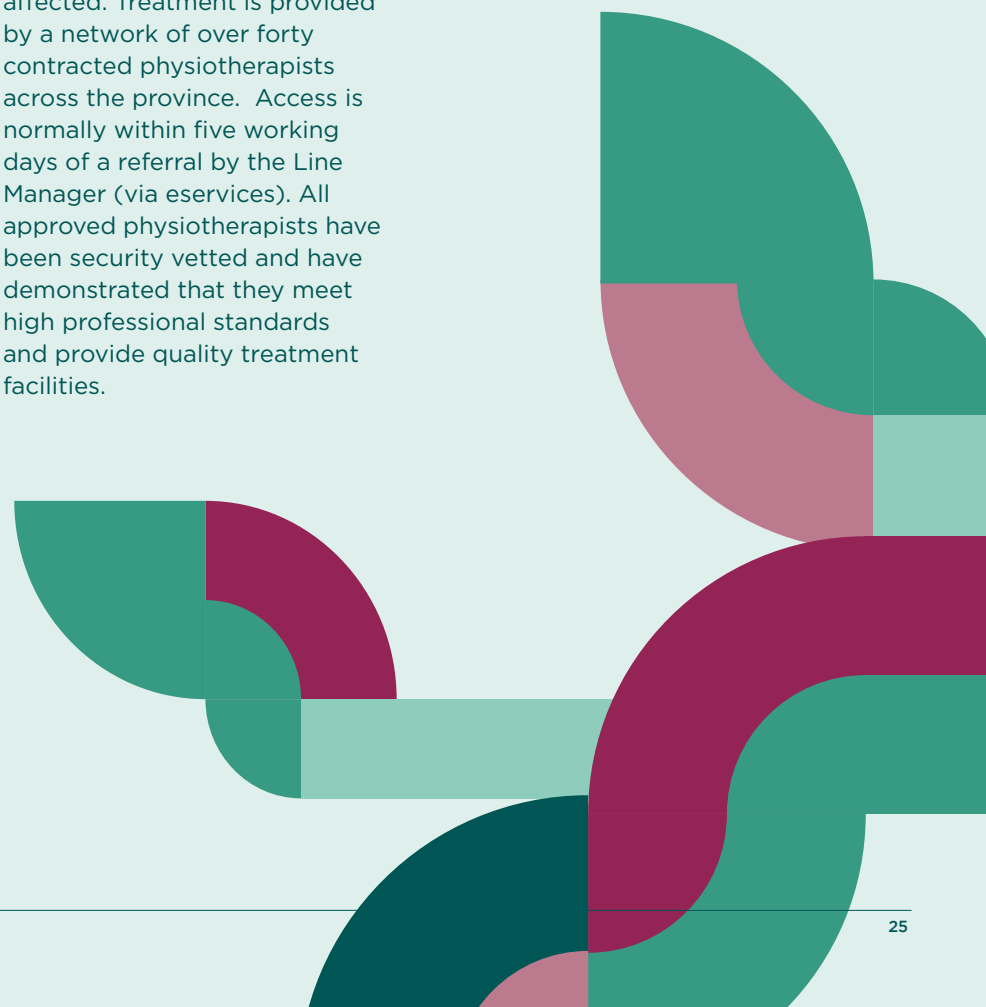
Health Promotion

The team have been involved in a variety of health promotion events and regularly provide information sources relating to physical health, such as back care and management of persistent pain.

Seapark Physiotherapy Service

The aim of treatment is to reduce sickness absence and promote ability to perform full range of duties. Rapid access to local treatment can be offered to eligible Police Officers and Police Staff members when their functional activities in work are affected. Treatment is provided by a network of over forty contracted physiotherapists across the province. Access is normally within five working days of a referral by the Line Manager (via eservices). All approved physiotherapists have been security vetted and have demonstrated that they meet high professional standards and provide quality treatment facilities.

Details of the key features, eligibility criteria and limitations of the service are available on the Seapark Physiotherapy Service: Instructions for Managers, Police Officers and Police Staff document which is available on POINT, OHW Wellbeing Hub and eServices.



Physical Health and Wellbeing Services

Physical Health and Wellbeing (PH&W) lead on issues relating to the occupational physical fitness, health and wellbeing of Student Officers, Probationers, Police Officers and Police Staff.

The team is led by the Head of PH&W and comprises of the OHW Health and Wellbeing Coordinator along with Physical Training Instructors (PTIs).

One PTI is based in Garnerville and is responsible for the management of the Student Officer Development Programme and Probationer Training while the remaining PTIs are based in North, South and Belfast Areas.



Physical Competence Assessments

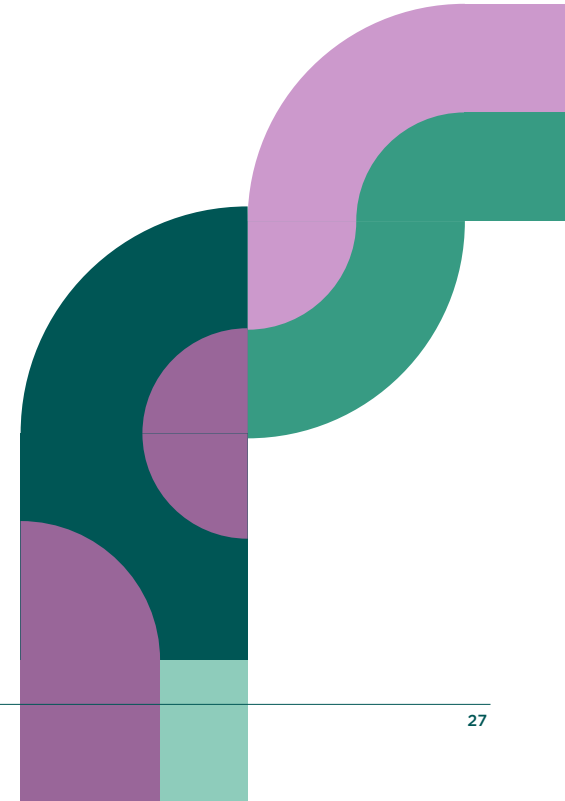
The Physical Health and Wellbeing team manage all of the Police Service of Northern Ireland's Physical Competence Assessments (PCA) within Police Officer Recruitment, Student Officer Development Programme, Probationer Training, Specialist Unit Selection Processes, Annual In-service and Pre-course Assessments.

Student Officer Development Programme

Physical Health and Wellbeing plays a significant role in the Student Officer Development Programme through timetabled classes, education and training to prepare Student Officers for their future careers and to reach a level of physical ability needed to perform their job safely and effectively.

Fit for Work Referrals

Physical Health and Wellbeing also works closely with their OHW colleagues, receiving Fit for Work Referrals, to help rehabilitate Police Officers and Police Staff who are recovering from a physical injury or in relation to a mental health condition. An individual may be referred to Physical Health and Wellbeing as part of a rehabilitation programme and can receive support from the Police Service of Northern Ireland's PTIs.



Wellbeing Referrals

Probationer Officers can make use of the Self-referral process in order to receive support and guidance from PTIs ahead of their Probationer PCA. Basic PCA Familiarisation Sessions and appropriate training programmes are available to all Probationers by contacting their local PTI.

If a Probationer Officer fails the Probationer PCA, support is available from a PTI following a Wellbeing Referral submitted by their Line Manager via eservices.

Self-referrals

PTIs accept Self-referrals, offering advice and guidance on health and fitness matters, devising safe and effective personalised exercise programmes tailored to an individual's needs. Any Police Officer or Police Staff member may self-refer to PH&W by contacting their local PTI. If an individual self-refers to a PTI, their OHW medical notes will be updated with the relevant

information however, PTIs do not inform supervisors or colleagues that the individual has made contact, nor do they report on any progress that has been made.

Specialist Unit Training

Any Police Officer wishing to prepare for and join a Specialist Unit may contact their local PTI for a suitable training programme and advice. Some programmes are provided in the "Physical Training" Tab of the OHW Wellbeing Hub.

Physical Health and Wellbeing input into Specialist Unit Recruitment by offering support and guidance to management and individuals during Pre-selection Specialist Unit processes.

PTIs also provide ongoing fitness training, nutrition and back care advice to incumbent Specialist Unit Police Officers in order to maintain appropriate levels of physical fitness, health, wellbeing and resilience.

Gyms and Exercise Equipment Management

Police Service of Northern Ireland has a total of fifty-five Sports Hall and Gym facilities within the estate which are open 24/7 for all Police Officers and Police Staff to use following the completion of their electronic Gym Induction.

Physical Health and Wellbeing Staff manage all Sports Hall and Gym facilities, including the procurement, maintenance, repair and disposal of gym equipment. Physical Health and Wellbeing are also responsible for the health and safety measures associated with all exercise facilities.

Any queries relating to gym equipment, including gym inductions, should be directed to the local PTI. All gym equipment remains the property of Police Service of Northern Ireland and is covered by a preventative maintenance programme. Any equipment fault should be reported using the **zPEUnitRepairs** email address.

OHW Wellbeing Hub

The OHW Wellbeing Hub provides a wealth of advice and information for all Police Officers and Police Staff on how to improve their health and wellbeing. Physical Health and Wellbeing take the lead role in updating and maintaining the information contained within the OHW Wellbeing Hub.

Watch Your Wellbeing

Physical Health and Wellbeing plan, organise and manage "Watch Your Wellbeing" which is a series of initiatives to help and support Police Officers and Police Staff. Watch Your Wellbeing initiatives include Weight Management, Exercise Classes, Promotion of Active Daily Living, Food and Nutrition, Back Care, Health Checks, Mental Health Support and Specialist Units.

Cycle to Work Scheme

Physical Health and Wellbeing manage all aspects of the Police Service of Northern Ireland's Cycle to Work Scheme which is a government initiative aimed at promoting healthier journeys to work and reducing environmental pollution. The scheme incentivizes employees to cycle to work by offering bicycles and safety equipment tax free.

Bike Borrow Scheme

The aim of the Bike Borrow Scheme is to increase physical activity levels during the working day. Organised by Physical Health and Wellbeing, Police Officers and Police Staff can borrow a bicycle from their work location for a morning and/or afternoon. The scheme is currently available in Brooklyn, Castlereagh and Garnerville.

OHW Wellbeing Fund

The OHW Wellbeing Fund is open to Police Service of Northern Ireland Wellbeing Teams and other groups planning and organising activities which are beneficial to the health and wellbeing of Police Officers and Police Staff. Applications for financial assistance of up to £500.00 from OHW's Wellbeing Fund can be submitted using a clear process which can be accessed via the OHW Wellbeing Hub.

OHW Wellbeing Events

OHW work collaboratively with Districts, Departments and other groups to plan and develop bespoke Wellbeing Events. The OHW Health and Wellbeing Coordinator is available to guide, support and assist, acting as the point of contact within OHW for Wellbeing Events.

OHW Wellbeing Webinars

OHW host Wellbeing Webinars in relation to the OHW Wellbeing Hub Monthly Focus. Each month focuses on a specific topic with webinars being delivered by a variety of internal or external speakers.



Business Support and Administration Services

Our Business Support and Administration Services Team are a central hub of Occupational Health and Wellbeing providing a wide range of services and support to the clinical teams and patients.



Our support team consists of the OHW Business Support Manager who is assisted by a small and dedicated team of Office Managers and Administrative Support Staff.

OHW's Business Support Manager supports the development of contracted services across the entire branch and manages the Employee Assist Programme Framework Contract with Lena by Inspire.

**The Administration
Team consists of:**

- Systems Administrator
- Office Managers
- Administrative Support
Officers

**This small and dedicated team
are currently responsible for:**

- Storing and maintaining
approximately 177000 clinical
records.
- Processing on average 12200
external contractor reports
per annum.
- Processing on average 5200
referrals per annum.
- Creating and managing on
average 19000 appointments
per annum.
- Processing 500 requests for
clinical notes to be released
per annum.
- Processing 1500 invoices for
payment per annum.

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