



Start Well, End Well:

Weaving wellbeing and psychological safety into routine team processes

Dr Olivia Donnelly, Consultant Clinical Psychologist
Head of Staff Wellbeing Psychology





In memory of Ollie

11.05.1993 - 23.02.2021



And all the healthcare staff who cared for
him, *together*

What matters to you in your work?

When *you* are at your best what does that look like?

What's the most meaningful part of your work?

What makes you proud?

What makes a good day?

When *your team* are at their best what does that look like?



Being in a team isn't enough – the **quality** of these connections is key (*'team-ing'*)

What influences the **quality** of team-ing?





Psychological safety

“a shared belief held by members of a team that the team is safe for interpersonal risk-taking” - Amy Edmonson, 1999



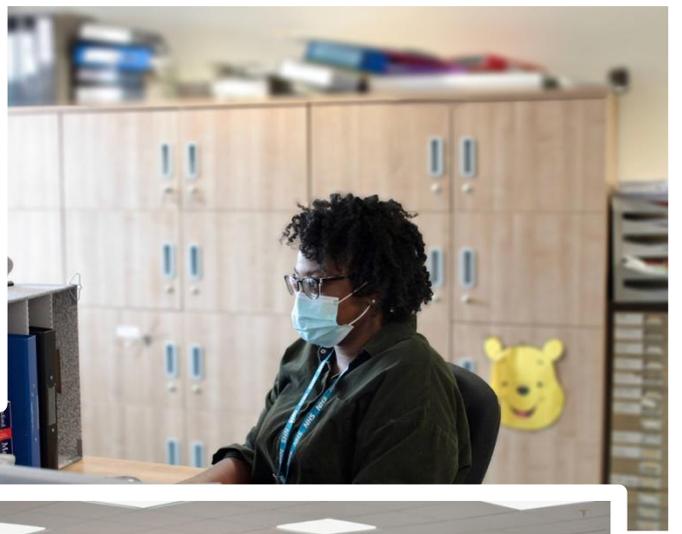
Collaboration

If you want to go fast, go alone.

If you want to go far, go together.

african proverb





Teaming I: Start well > End Well

- **Context:** Rapid teaming - coordinating and collaborating in new contexts, with new colleagues
- **Aim:** Healthy culture is embedded in routine core processes – led by the team itself
- **What:** 3 step team procedure



Teaming 2: Start well > End Well

(Please laminate and display this page in your work area.)

STEP 1: TEAM CHECK IN
FOR USE ON ALL WARDS DURING COVID-19 AT THE START OF EACH SHIFT:

A ALLOCATION

- STAFF MEMBERS CALL OUT THEIR NAME AND ROLE
- ALLOCATE TODAY ROLES AND PLACES OF WORK; IDENTIFY SUPERVISORS
- ENSURE CLEAR NAME / ROLE LABELS FOR ALL

B BEDS

- HOW MANY EMPTY BEDS ON THE WARD?
- WHERE ARE THE COVID-19 PATIENTS?
- IDENTIFY PATIENTS REQUIRING 1:1

DISASTERS - FALLS, CONFUSION, NON-COVID-19 INFECTION ON THE WARD

DEBRIEFS - AS REQUIRED, NOMINATE SENIOR MEMBERS OF STAFF TO LEAD THIS (SEE STEP 2: STOP FOR 15 PEER-TO-PEER DEBRIEF)

E EQUIPMENT

- PPE AVAILABILITY AND UPDATES
- WHO IS FIT TESTING
- MEDICATION SHORTAGES
- EQUIPMENT PROBLEMS, AND SOLUTIONS

F FEEL SAFE TO SPEAK UP

IF YOU...

- NEED A HOT DEBRIEF
- ARE NOT OKAY OR WORRIED ABOUT A COLLEAGUE
- CONCERNED ABOUT SOMETHING HAPPENING ON THE WARD
- YOU OR OTHER NEED SUPPORT

FINALLY TOP TIP: SET YOUR ALARMS FOR 30 MINUTES BEFORE THE END OF YOUR SHIFT TO CARRY OUT STEP 3: CHECK OUT

WE'VE GOT THIS. WE ARE MAKING A DIFFERENCE

#StartWellEndWell

(Please laminate and display this page in your work area.)

STEP 2: (Optional) PEER-TO-PEER PITSTOP

#StartWellEndWell

PITSTOP

PAUSE for a moment as a team (include all those who could benefit)

INTENTION - Share the aim of this PITSTOP

TALK THROUGH GROUND-RULES (attending or sharing is voluntary, what we discuss must remain confidential, we need to leave feeling connected and supported)

Step 2: Peer to peer Debrief 'Pit-stop'

Facilitator to help colleagues to identify things that have been going well, highlight strengths within the team, and what has made a difference so far today.

Opportunities for learning

Facilitator to draw upon what has been learned so far that can help the team moving forwards, any strengths and resources the team have noticed. Validate what is shared and encourage a climate where colleagues feel safe to speak up.

Promote wellbeing

Facilitator to invite actions that promote self care and team care, recognising individual differences in how people respond and cope. Remind team it's normal to feel a range of thoughts and feelings when doing work that matters. Ask if there is anything further that can be done to promote wellbeing as a team, signpost to additional support where required. Remind team that resilience is between us not just within us.

Finish by directing team to avenues of further support, and encourage reaching out if they feel they need to (see below).

If you feel that your or your team require further support around a challenging or potentially traumatic event then please contact:
(List relevant in house / other support below e.g. Psychology or TRIM trauma focussed peer-to-peer support)

For further information on peer-to-peer PITSTOP please consult the accompanying information sheet (Page 4.)

(Please laminate and display this page in your work area.)

STEP 3: CHECK OUT
Daily end of shift check list

Our work is demanding, and our current climate makes it more so. We are human beings, and we are doing our best. It's important we can look after ourselves, and each other, to enable us to look after our patients.

#StartWellEndWell

Step 3: Check-out

30 minutes

- Is there anything to offload before you go?
- Are you okay? Are your colleagues okay?
- What have we learned that will help us tomorrow?
- Who can we thank before we leave?
- Lastly: What one thing will you do to take care of yourself?

Top tip: Set an alarm on your phone for 30 minutes before the end of your shift as a reminder to check out.

If following STEP 3 (check out) you feel that you or your team require further support then please contact:
TRIM (Trauma Risk Management) for a 1:1 or team trauma screening assessment (TRIM@nbt.nhs.uk)
OR
The Staff Wellbeing Psychology Team for other advice or support (staffwellbeingpsychologyteam@nbt.nhs.uk)



Seema Srivastava
@Mountain_medica



Fab to hear the success of our [#QExchange2020](#) bid for [#StartWellEndWell](#) This highly adaptable approach has enabled a culture of good teaming, compassion & fun in the [@NorthBristolNHS](#) vaccination hub
[@JudeClipsom](#) [@Vardeep_QI](#) [@LMotuel](#) [@callenridge](#)
[@Dr_O_Donnelly](#) [@theQCommunity](#)

A ARRIVING WELL

Think about why you are there. The purpose of being in to work, efficiently administer the COVID-19 vaccine to 200 people in an environment where they have feeling and control for what where we as a team have a for day and for the week a great job.

- Who is our team? Explain themselves, Security Admin, Vaccinators, Prescribers, Clinician, PCA, Nurses, First manager
- Register - call all names with roles
- Identify those who are GPs and can deal initial management of complications
- Who is in charge for the day - First Manager, Vaccination Lead, Prescriber Lead (not change to Medical Cover role later in the week)
- Access entry?

B BASICS

- Clear description of pharmacy, overview from patient arrival, check in, form completion, consent and prioritising, vaccination, observation, check out, leave
- Schedule Patients
 - First patient 10:00, break 12:00, vacate 12:30, cleaning 1 hour 13:30 to 16:30, last patient 16:00
- Scheduling: Staff
 - Vaccination skills
 - Prescriber skills
- Health, Safety and Infection Governance - fire, infection control, waste handling, confidential records, patient safety - explain the risks, explain PPE and social distancing, where to wash hands
- Compensation - employment, contract, award, 7 day
- Included patient events, staff injury, Full First manager so that a clinic can be completed, Explain about workplace and workplace - They are recruited and there is no blame but we need to control them for cultural, reporting
- Anticipated challenges for the day - eg Vaccines 100

C COLLEAGUES

- "How are we feeling?" "Are there any bits of us we can't go round the bend. Pick up with someone that is you and share how you're feeling. Top 50 success" Off - you can sit the Staffing Lines, share how you are feeling with the group
- Remember that this can be emotional work - checked patients, feeling worried, feeling to exclude patients who can't have the vaccine
- Remember of ability to respond in "TITLES" (Tears, Inclusion, Talk through ground rules, Supportive, Things that are going well, Cooperation for learning, Positive feedback) - Use that that says on the post if you need a break

D DIFFICULTIES

- Any concerns from patients, staff or team interactions that may change how we work? e.g. change of NHS look, getting patients to line up, 12 minutes using their phone as well as vaccination
- Any incidents to deal?

E EQUIPMENT

- Documentation - NHSCTD2, Patient information
- Pharmacy assistance - being mindful of vaccine being moved carefully
- PPE, reporting missing items and restocking
- IT issues
- Training needs
- Learning

F FEEL SAFE TO SPEAK UP

- Make any concerns to identify. Use for people on shift
- Explain the culture of the trust is of compassion, learning, doing good work and being fun. Tell us if you see anything that could be better in the unit, we have made so many changes because of people's genuine contributions of observations, suggestions.

THANKS TEAM! We've got this. Remember resilience is between us not just within us

#StartWellEndWell

Teaming 2: Me+MyTeam

- **Context:** Understandable anxiety during COVID-19; the influence of managers on their teams wellbeing

"Culture is key. There is a very strong relationship between line manager support and mental wellbeing."

Dame Carol Black

"The most important influence on psychological safety is the nearest boss. Signals sent by people in power are critical to employees' ability and willingness to offer their ideas and observations."

Amy Edmondson, 2008



Teaming 2: Me+MyTeam

- **Context:** Understandable anxiety in the early stages of COVID-19, influence of managers on their teams wellbeing
- **Aim:** Build managers' confidence and skill to have psychologically-informed and inclusive conversations with their team
- **What:** 'Supporting the Supporters' through a coaching-style conversation session

NHS
North Bristol
NHS Trust



Me+My team

A framework to support the psychological wellbeing of your colleagues, and yourself.

Accompanying guideline document for managers supporting colleagues during COVID-19.

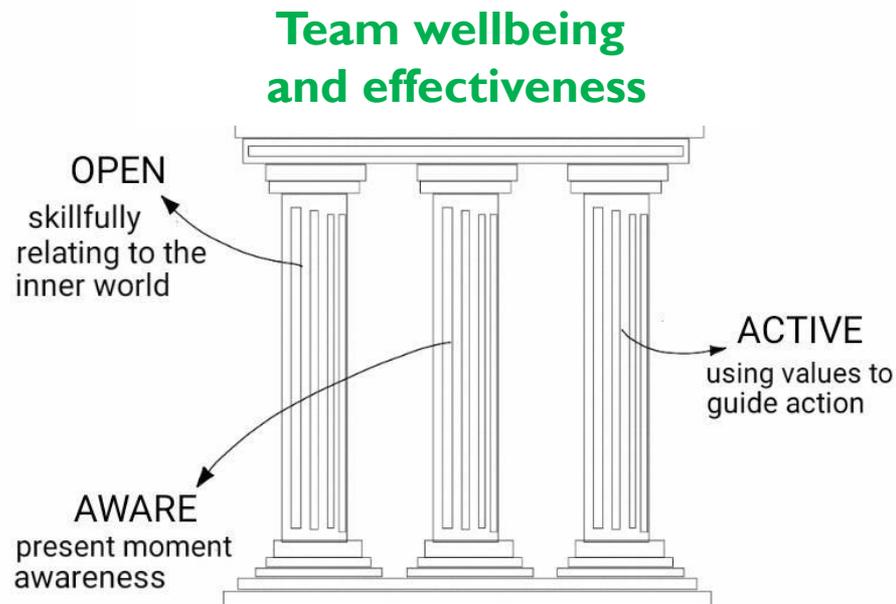
Please bring this to the Me+My team session with your psychologist.



Developed by the Staff Wellbeing Psychology Team - North Bristol NHS Trust

Pilot 3: ACT for Wellbeing; Self care, Team care

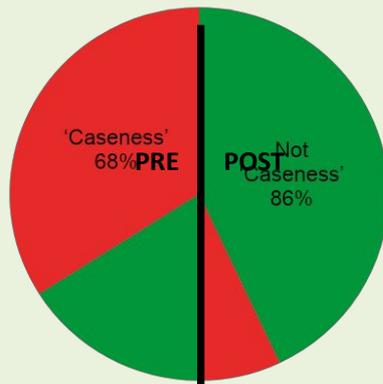
- **Aim:** Practical, evidence-based skills to support their own wellbeing, and the culture in their teams
- **What:** 3 sessions, based on contextual behavioural science (Acceptance and Commitment Training - ACT)



Green
Zone

13

GHQ - 12



Not 'Caseness' 14%

*'Caseness' \geq score 3



ACT for Wellbeing: Impact on individuals

Appreciation of
common humanity

Feeling **supported;**
appreciating others

**Increased sense of
connection** across the
organisation - 'in it
together'

The **power of small
changes** on others



ACT for Wellbeing: Impact on teaming



Teaming and team wellbeing: Golden threads

- **Opening up conversations** that support **peer-to-peer connection** and ‘**what matters to us**’ conversations
- **Empowering people** to develop approaches within context
- **Putting knowledge into practice** (values-based action)
- **Small changes (big impact?)**



6 key messages:

7 . Weaving wellbeing skills and psychological safety as part of routine processes helps to embed them `





“When a flower doesn't bloom, you fix the environment in which it grows, not the flower.”