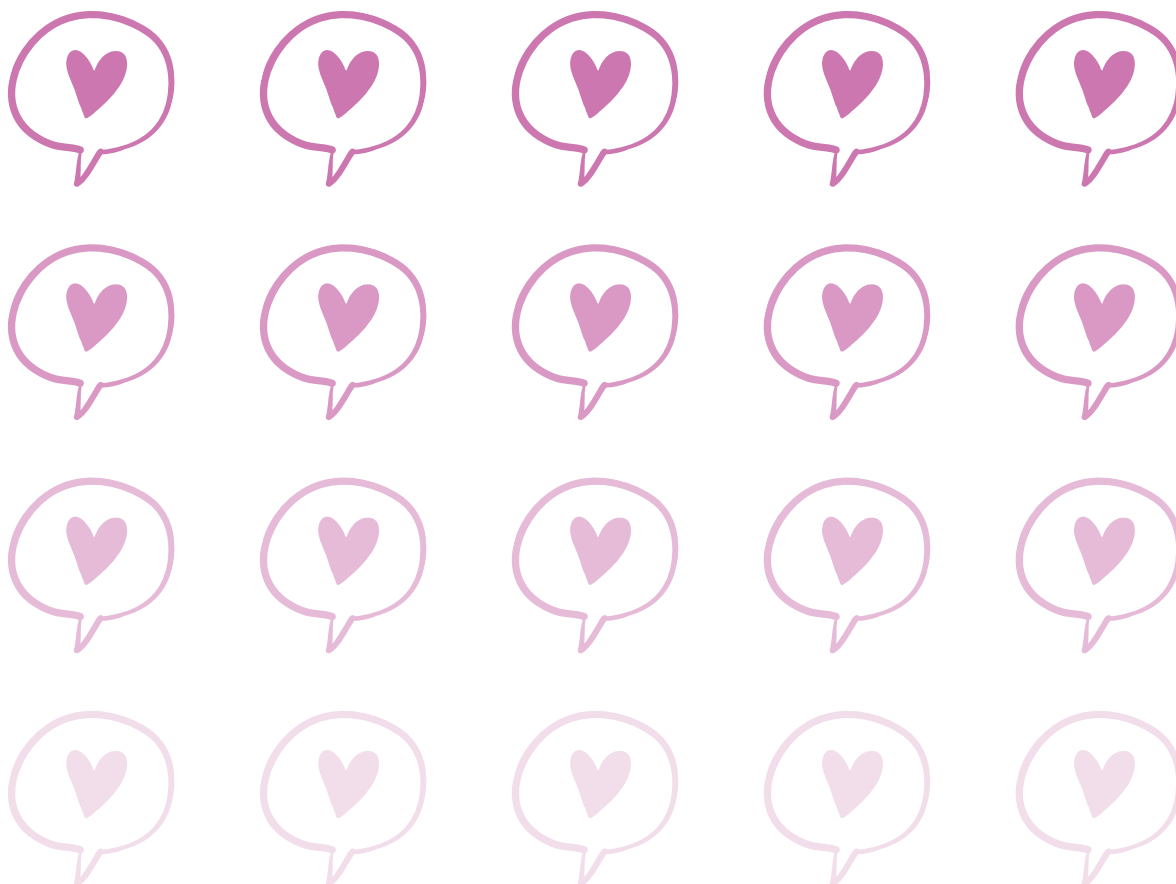


# How Are You Doing?

## Team report May 2020





# Our story

In early March, with news of the pandemic in China and Italy starting to make us realise that the impact would be global, Steve and Trace met for coffee to discuss how we might support colleagues if and when the UK was affected. We knew that there would be a national response and were concerned about the effect the time lag might have on people's levels of anxiety. This made us take a rapid response approach to making staff well-being our focus.

The same week we had recruited colleagues from the People Team, Psychology and Organisational Development and the Quality and Safety teams. We met to discuss what a well-being strategy during a pandemic for staff could look and feel like. We made sure that we were working in partnership with the Health@Work team. We agreed on the name of the 'HowAreYouDoing team' to make this for everyone and by everyone.

We reviewed the evidence base for helping people to deal with traumatic events and agreed on an approach that the conversation was the intervention. However we thought a structure to the conversations would be helpful to focus on people's emotional response as well as their well-being. We designed the 5 questions and launched this by asking a team of people to go out and have these conversations face to face. We believed that not only would this set up a healthy leadership rhythm that it would also encourage people to look out for each other. The team started meeting and greeting people at the hospital doors to make 'having the best day you can' a focus and thanking people for the shift they were leaving.

The team recognised having a space for people to ask questions and to get information in a rapidly changing situation would be essential. We set up the team headquarters in the hub and manned this daily, mostly by Julia, to give information and signpost our colleagues to useful resources. We also had a daily inspirational quote which was popular with people.

We continued to horizon scan during a time when lots of information was coming out globally. We reviewed the evidence and the resources and chose the ones we thought were best and most accessible. We put together a leaflet designed by Megan in the clinical photography team and updated this several times.

Connie lead on working in partnership with the charity to set up the rest, relax and revive areas and support the distribution of the overwhelming generosity of donations. We also worked with the charity to distribute donations fairly, across the teams, in a spirit of all being in this together.

There were visits to wards on a daily basis by members of the team including Ruth and Collette to have conversations with our colleagues. They were able to have what matters to you conversations and close the loop on questions by saying: You said....So we did.... They would go back with information, resources and answers face to face and this really made a difference to staff.

We offered some of the high-risk teams daily visits from a member of the HAYD team, ran debriefs for them at their request when there were distressing events and had Deborah a psychologist, offer her support to the ITU team several times a week. We would also visit a team after receiving a question from the boards on the hub to answer questions in person.

As we went along we developed tools to give to teams to get into a healthy leadership rhythm, like a briefing and debriefing tool, how to spot someone in your team in distress and several others. These were reinforced by short training sessions. We are suggesting several team check-ins during a shift to attend to tasks and tend to each other. We are encouraging people to see each other as responsible for their own well-being and for looking out for their teammates and colleagues.

There are now a number of coaches and therapists who have offered their services to us and you can be referred via the Health@Work team.

This is not the end of this work and approach. As we move into the next phase where times remain uncertain, this approach needs to continue. Let's go back to better! In an organisation that is proud to deliver compassionate care to the community, we have to see each other as part of that community. Kindness and compassionate care for each other can and must be a continuous focus for all and part our organisations DNA.



## Contents

1. Why did we do this?
2. Who were we?
3. What did we do?
4. What did we learn?
5. What could the future look like?
6. What do we recommend?

# I. Why did we do this?

**AIM:** Support the daily practice of 'looking out for each other'

Immediate distress is painful, uncomfortable and a compassionate organisation moves swiftly in such circumstances

Normal people in unusual circumstances trying to add a human touch that was for everyone and by everyone

Long term stress has consequences – burn out, increased sickness rates, dysfunction, PTSD, suicide

## HAYD has an evidence based approach

### Correspondence

### TheKingsFund

### Covid-19: why compassionate leadership matters in a crisis

30 March 2020

13 comments

#### Authors

Sara Bailey  
Michael West

These are the hands  
That touch us first  
Feel your head  
Find your pulse  
Make your bed

—Michael Rosen, *These are the hands*, poems from the heart of the NHS<sup>1</sup>

These are the hands of health and care staff who dedicate their lives to caring for others. And who are now committed to caring for their communities during a grave global crisis, risking their own health and wellbeing. Last night, millions of people across the United Kingdom took part in a national applause of thanks for health workers and carers helping in the fight against Covid-19 (coronavirus). The collective gratitude and respect for the work of health and care workers was emotional and uplifting at a time of global crisis.

No country has the resources to deal with this crisis in the way they would wish. Last week, the Chancellor of the Exchequer, Rishi Sunak, said, 'we will be judged by our capacity for compassion and individual acts of kindness'. All health systems have to find creative responses – to innovate, spread knowledge and collaborate. How should those who lead health and care services respond? Certainly with compassion at the heart of their leadership.



### GUIDANCE

## The psychological needs of healthcare staff as a result of the Coronavirus pandemic

British Psychological Society Covid19 Staff Wellbeing Group

This is a guide for leaders and managers of healthcare services who will need to consider the wellbeing needs of all healthcare staff (clinical and non-clinical) as a result of the Coronavirus outbreak. It offers practical recommendations for how to respond at individual, management and organisational level involving the appropriate utilisation of expertise within their practitioner psychologist and mental health professionals and anticipates the psychological reactions over time, and what people may need to recover psychologically from this.

### PRINCIPLES OF RESPONDING WELL IN THE 'ACTIVE' PHASES FOR SUSTAINED STAFF WELLBEING (SEE TABLE 1)

Leaders and managers, this is how staff need you to act now, with clear leadership, clear information, and physical and psychological resources.

#### 1. Visible leadership

- Most importantly be visible, be available, and be supportive.
- Where you can, guide staff to the resources they need, however basic (e.g. to rest, to speak with family) LOOK-LISTEN-LINK.
- You do not need to have all the solutions all the time.
- You will need to tolerate and manage uncertainty for yourself and your staff.
- Your wellbeing is important too, be compassionate towards yourself.
- You are best-placed to create a protective environment for your staff – psychologists can help you to work this out.

### Mental health care for medical staff in China during the COVID-19 outbreak

In December, 2019, an outbreak of a novel coronavirus pneumonia occurred in Wuhan (Hubei, China), and subsequently attracted worldwide attention. By Feb 5, 2020, there were 27204 confirmed and 29342 suspected cases of 2019 coronavirus disease (COVID-19) in China. Facing this large-scale infectious public health event, medical staff are under both physical and psychological pressures. To better fight the COVID-19 outbreak, as the largest touch-down tertiary hospital in Hubei Province, the Second Xiangya Hospital of Central South University undertakes a considerable part of the investigation of suspected patients. The hospital has set up a 24-h floor clinic, two mild suspected infection patient screening wards, and one severe suspected infection patient screening ward. In addition to the original medical staff at the infectious disease department, volunteer medical staff have been recruited from multiple other departments.

The Second Xiangya Hospital—workplaces of the chairman of the Chinese Medical Rescue Association—and the Institute of Mental Health, the Medical Psychology Research Center of the Second Xiangya Hospital, and the Chinese Medical and Psychological Disease Clinical Medicine Research Center responded rapidly to the psychological pressures on staff. A detailed psychological intervention plan was developed, which mainly covered the following three areas: building a psychological intervention medical team, which provided online courses to guide medical staff to deal with common psychological problems; a psychological assistance hotline team, which provided guidance and supervision to solve psychological problems; and psychological

interventions, which provided various group activities to release stress. However, the implementation of psychological intervention services encountered obstacles, as medical staff were reluctant to participate in the group or individual psychology interventions provided to them. Moreover, individual nurses showed excitability, irritability, unwillingness to rest, and signs of psychological distress, but refused any psychological help and stated that they did not have any problems. In a 30-min interview survey with 53 medical staff at the Second Xiangya Hospital, several reasons were discovered for the refusal of help. First, getting infected was not an immediate worry to staff—they did not worry about this once they began work. Second, they did not want their families to worry about them and were afraid of bringing the virus to their home. Third, staff did not know how to deal with patients when they were unwilling to be quarantined at the hospital or did not cooperate with medical measures because of panic or a lack of knowledge about the disease. Additionally, staff worried about the shortage of protective equipment and feelings of inequality when faced with critically ill patients. Many staff mentioned that they did not need a psychologist, but needed more rest without interruption and enough protective supplies. Finally, they suggested training on psychological skills to deal with patients' anxiety, panic, and other emotional problems and, if possible, for mental health staff to be on hand to directly help these patients.

Accordingly, the measures of psychological intervention were adjusted. First, the hospital provided a place for rest where staff could temporarily isolate themselves from their family. The hospital also guaranteed food and daily living supplies, and helped staff to video record their routines in the hospital to share with their families and alleviate family members' concerns. Second,

in addition to disease knowledge training was arranged to address identification of and responses to psychological problems in patients with COVID-19, and hospital security staff were available to be sent to help deal with uncooperative patients. Third, the hospital developed detailed rules on the use and management of protective equipment to reduce worry. Fourth, leisure activities and training on how to relax were properly arranged to help staff reduce stress. Finally, psychological counselors regularly visited the rest area to listen to difficulties or stress encountered by staff at work, and provide support accordingly. More than 100 frontline medical staff can rest in the provided rest place, and most of them report feeling at home in this accommodation. Maintaining staff mental health is essential to better control infectious disease, although the best approach to this during the epidemic season remains unclear.<sup>1</sup> The learning from these psychological interventions is expected to help the Chinese government and other parts of the world to better respond to future unexpected infectious disease outbreaks.

**Correspondence:** Sara Bailey, Qingxin Chen, Meng Ling, Yamin Li, Jiarui Guo, Dongfeng Fu, Ling Wang, Li He, Caifu Sheng, Yantao Gu, Qiangmin Li, Jintian Wang, Zhanzhou Zhang. [fangming@csu.edu.cn](mailto:fangming@csu.edu.cn)  
<sup>1</sup>Wang, Xuebin, Peng, Huijun, et al. A novel coronavirus outbreak of global health concern. *Lancet* 2020; published online Jan 24, 2020. [https://doi.org/10.1016/S0140-6736\(20\)30183-2](https://doi.org/10.1016/S0140-6736(20)30183-2)  
<sup>2</sup>National Health Commission of the People's Republic of China. Report of the clinical characteristics of new coronavirus pneumonia. [http://www.gov.cn/jishi/2020/02/07/content\\_5426022.htm](http://www.gov.cn/jishi/2020/02/07/content_5426022.htm) (accessed Feb 16, 2020).



# A 'Rapid Response' to COVID-19

## 2. Who were we?



A collective from several groups, all with other roles

Made up of trainers, psychologists, facilitators and coaches

Supporting the 'Health@Work Team

8 core group members

20 supporting faculty

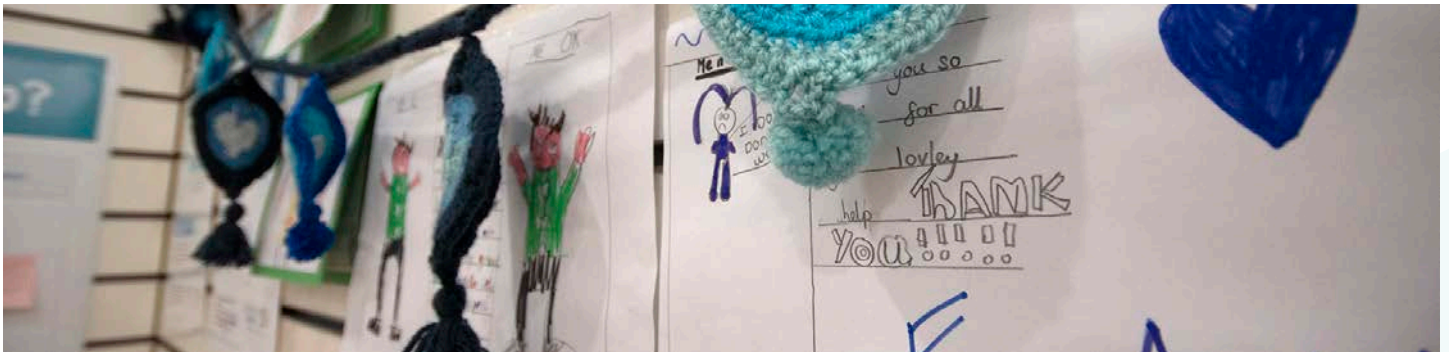
# The HAYD Faculty



# 3. What did we do?

Data was sampled for 3 weeks of the 3 months

- Number of interventions = 459
- Number of conversations = 328
- Number of 'We said...so we did...' conversations = 95
- Total number of leaflets produced and distributed to staff = 30 types; 50 HAYD leaflets promoting well-being apps to staff weekly
- 61 consecutive days meeting and greeting by Steve Andrews
- A daily quote put in the hub everyday until the 12 May



## Developed tools

- Healthy leadership rhythm of asking 5 questions
- #HowAreYouDoing charter
- Briefing and debriefing
- Working from home
- Supporting struggling colleagues
- Team leadership
- Pay it forward

## Offered support

- Conversations
- One to one support (more than one conversation)
- Group support
- Debriefs with teams
- We said we did visits to wards
- Coaching and therapy volunteer faculty

## Built relationships

- Built relationships with clinical and non-clinical colleagues through visibility and consistent presence
- Contributed facilitation of charity support and linked this to 'what matters to us'
- Involvement with regional teams to look at current and future offers including HPFT, STP and the ICS
- Communications team



**NHS**

East and North Hertfordshire  
NHS Trust

**#howareyoudoing**  
**#HereForEachOther**



## Meet and greet

From the reception to the hub and meeting across our Trust – advice, information, support has been shared and given...

**61** consecutive  
days

---

**122** hours

---

**15,250+**  
smiles

**200+**  
coaching  
conversations

---

**Untold**  
sharing and  
listening

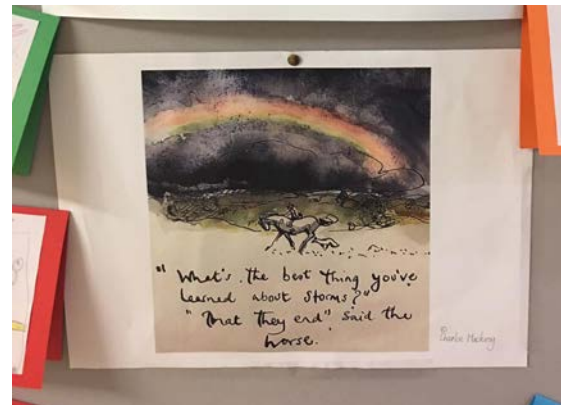
**“** Morning, have the best  
day you can... **”**

**“** Sleep well, thank you  
for all you did last night **”**

# Developed spaces

## The HAYD Hub

This became a central place for information and support and the inspirational message of the day.



## Wobble Rooms – ITU and Maternity and ITU Lounge



# Wobble Room.

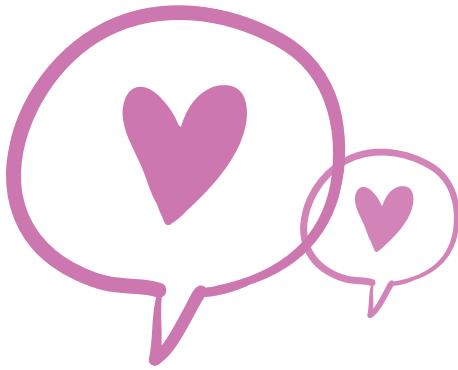
## How can we help each other?

How was your shift today?		What are we learning?	
Best things	Worst things	We said...	We did...

## Rest, Relax and Refuel Area



# Shared information



# HowAreYouDoingTeam

Here to provide individual and team support for all staff.

Thank you for all of your work, compassion and resilience during these extraordinary times; we are here to support you and your teams.

This leaflet gives information on how we can help and some of the interventions and support we can provide.

#HowAreYouDoing #HereForOurPatients #HereForEachOther

We are here to help you, for support for you and your team please.  
Visit: [HowAreYouDoing hub, level 3 @ Lister](#) Email: [howareyoudoing.enh-tr@nhs.net](mailto:howareyoudoing.enh-tr@nhs.net)

## Support – Useful websites, helplines and apps

In a climate of increasing pressures on our healthcare system, our NHS people potentially have introduced a confidential staff support line, operated by the Samaritans and free to use 24/7. You can call for support, signposting and confidential listening.  
**CALL THE SAMARITANS HELPLINE to 85258 for support 24/7 via text.**

Umind is a tool that empowers staff to proactively improve their mental wellbeing. Using Umind you can measure and manage your personal mental health needs, and help with stress, sleep, coping, connection, fulfilment and nutrition. They are available until the end of December 2020, active now.  
<https://home.umnind.com/> - Sign up with your NHS email address - Download the app - Your organisation name is NHS.

Umind offers mindfulness and meditation, providing unique tools and resources to help reduce stress. They are offering free access to all NHS staff with an NHS email address until the end of December 2020.  
[mindspace.com/nhs](https://mindspace.com/nhs) for NHS staff to access, with the option to select clinical support. You will need to use your NHS email address to sign up.

Sleepio is a clinically-evidenced sleep improvement programme that is based on cognitive behavioural techniques to help improve poor sleep. Daylight is a programme to help with the symptoms of worry and anxiety, using evidence-based techniques. Free access to Sleepio and Daylight for all NHS staff is active now.

Umind is available on your laptop or desktop computer - Enter redeem code and email address - Complete the sleep test - Get started!  
**nhs-staff** - Answer a few short questions to tailor the programme (search for nhs-staff) - Download the Daylight smartphone app (search for daylight) - Get started!

Umind offers support to employees and their families. All employees have access to Umind and help finding resources for you and your family.  
**Umind** (iPhone) or Google Play (Android) - Register using the iCY app.

Umind is a place to go if you are struggling to cope and need support.

If you are concerned about Coronavirus then SilverCloud can help you maintain a healthy mind during the pandemic. You can choose to use any of the programmes. Programmes are self help, confidential and secure.  
To access SilverCloud: - Visit <https://nhs.silvercloudhealth.com/signup/> - Use access code: HPFT2020



# Leaflets and signage

Produced by the Trust's Clinical Photography team

## Leaflets and flyers;

- Briefing and Debriefing flyer
- Communication During a Crisis leaflet and flyer
- Healthy Leadership Rhythm flyer
- Psychological Support flyer
- Coaching and Therapy Support flyer and leaflet
- HAYD Services leaflet
- Supporting Colleagues flyer
- Headers x 2 and Footers x 2
- HAYD PowerPoint Slide

## Signage;

- Coffee Lounge
- Critical Care
- HAYD Hub

## Posters;

- How Am I Doing? Poster
- Drop In Sessions Poster
- HAYD Services Poster

5 Questions - A Healthy I  
An explanation

Communication du  
Psychological sup

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East and North Hertfordshire  
NHS Trust

## HowAreYouDoingTeam

Here to provide individual and team support for all staff.

Thank you for all of your work, compassion and resilience during these extraordinary times; we are here to support you and your teams.

### Increasing support, improving commu



When thi  
unpredic  
confusion  
Staff may  
months a  
We are n  
support c

- Visible leadership – making personal co
- Valuing their opinion – truly hearing
- Action their issues – own a task they sh
- Reward them – thank, praise and offer sp
- Create a climate in which the
- Trust them – allow them to get on with gettin
- Show you care – in busy moments nothing

So, each and every day, preferably face to face (but i  
and ask five questions. Spend a few minutes (even if  
greeting. They do not need to take long but they will  
listen and respond with compassion.

Taking the time to ask these 5 questions every day r  
for you and for them, they will be heard and you car  
you are accessible, they know they are not alone, th  
day, make the time to do this and get into a healthy  
care and value them.

Watch the video  
<https://www.youtube.com>

For copies and for more help c  
Or the HowAreYouDoing t

### Think about how you will communicate to your team.

Things are changing fast so trust your team, treat them with resp  
Be clear that things are changing, mistakes will be made but...

### To the best of my knowledge at

Let them know you don't have all the answers, but that no one else  
happen. Acknowledge that people are frightened and their anxiety  
listen or deal in gossip, myth and rumour. Don't dismiss any conce  
their worry is real and valid. Acknowledge the grief people are feeli  
tly. Listen, accept their position, try and understand, don't rush to j

### Meeting structure

- Check in with the team – briefly but with genuine interest in them
- Start your updates and briefings with fact here is what we know
- Share your response to those facts – 'I'm sad Julie is off sick, send her my very b
- Find a success story – something positive so future is hopeful
- Provide updates – as much as people want the time and space you have
- Apologise for failures, mistakes and demonstrate learning
- Balance the relationship between hard tr and alarmist unhelpful dramas

Use this as a guide and create you own pattern but do

Panic, exaggerate, deny, pretend, embellish, undermin

Dear all,

The ENHT HowAreYouDoing Team are pleased to s  
share concerns, need helps running staff support gr

### HowAre

NHS England and NHS Improvement are pleas  
all NHS staff during the COVID19 outbreak.  
To see how to access these apps, please see be  
[www.nhs.uk/employees/2020/03/11/](http://www.nhs.uk/employees/2020/03/11/)  
You can also watch a video by Prerana Issa  
[www.twitter.com/prerana\\_issar/status/124](http://www.twitter.com/prerana_issar/status/124)

Demind: A mental health platform that empowe  
assessments, tools and training you can measure a  
to help with stress, sleep, coping, connection. Full  
December 2020, active now.

How NHS staff can get access: - Go to <https://demind.nhs.uk>  
from your appstore - Your organisation name is

Headpace: A science-backed app in mindfulness  
resilience, and aid better sleep. They are offering  
How NHS staff can get access: - Go to [www.headspace.com](http://www.headspace.com)  
staff to start enrolling - You will need to use you

Sleepio and Daylight (developed by Big Health):  
Sleepio is a clinically-evidenced sleep improve  
behavioural techniques to help improve poor sleep  
signposts of worry and anxiety, using evidence-  
and Daylight for all NHS staff is active now until

How to access Sleepio: - Visit [www.sleepio.com](http://www.sleepio.com)  
for an account using your name and email address

How to access Daylight: - Visit <http://daylightapp.com>  
- Sign up for an account using your name and email  
available on both iPhone and Android! - Get start

### Health and wellbeing support

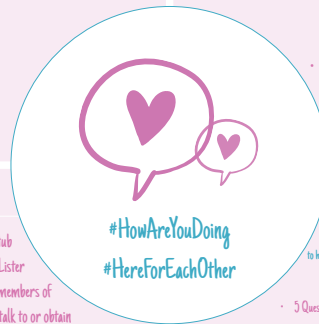
A series of self help and online interventions support you in a wide range  
of topics including anxiety, resilience, sleep and more

- Sleepio and Daylight
- iConnectApp
- SilverCloud
- Headspace
- Unmind
- Shout

### Interventions

A range of practical and bespoke interventions to help you and your colleagues

- Group Support
- Link Support
- 1:1 Support
- Mindfulness and Exercise
- Structure Debriefs



### The Hub

- HowAreYouDoing Hub - Physical space at Lister where you can find members of the HAYD team to talk to or obtain printed information to help you and your team
- Virtual space available online

### Tools

A series of tools and techniques you can use to help yourself as well as supporting your team

- Debrief Tools
- 5 Questions - A Healthy Leadership Rhythm
- Team Huddle
- Communication in a Crisis
- Working from Home - Top Tips
- Sign a member of staff is struggling and what to do
- Leadership in a Crisis - Compassionate and Effective

For team help and support, please contact: [howareyou@nhs.net](mailto:howareyou@nhs.net)

We are here to help you, for support for you and your tea  
Visit: [HowAreYouDoing.hub](http://HowAreYouDoing.hub), level 3 @ Lister  
Email: [howareyou@nhs.net](mailto:howareyou@nhs.net)

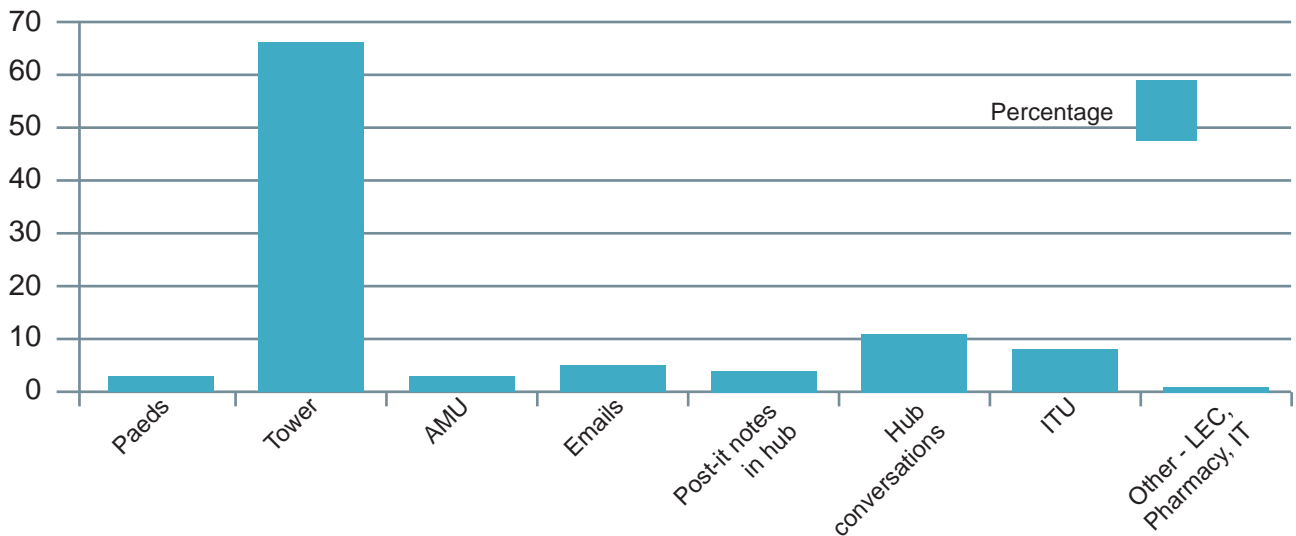
We are here to help you, for support for you and your team please.

Visit: [HowAreYouDoing.hub](http://HowAreYouDoing.hub), level 3 @ Lister Email: [howareyou@nhs.net](mailto:howareyou@nhs.net) KC-Home Page / Coronavirus / HowAreYouDoing

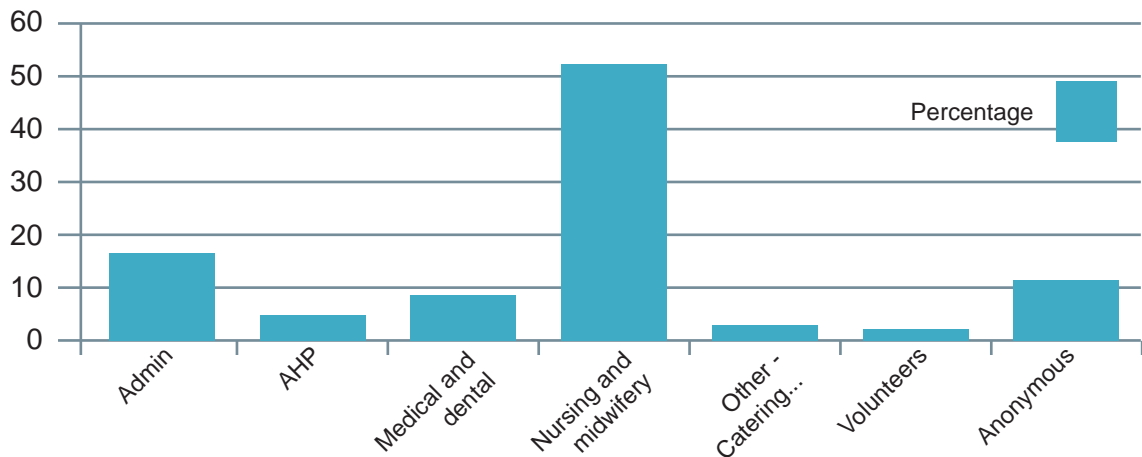


# What did the data tell us?

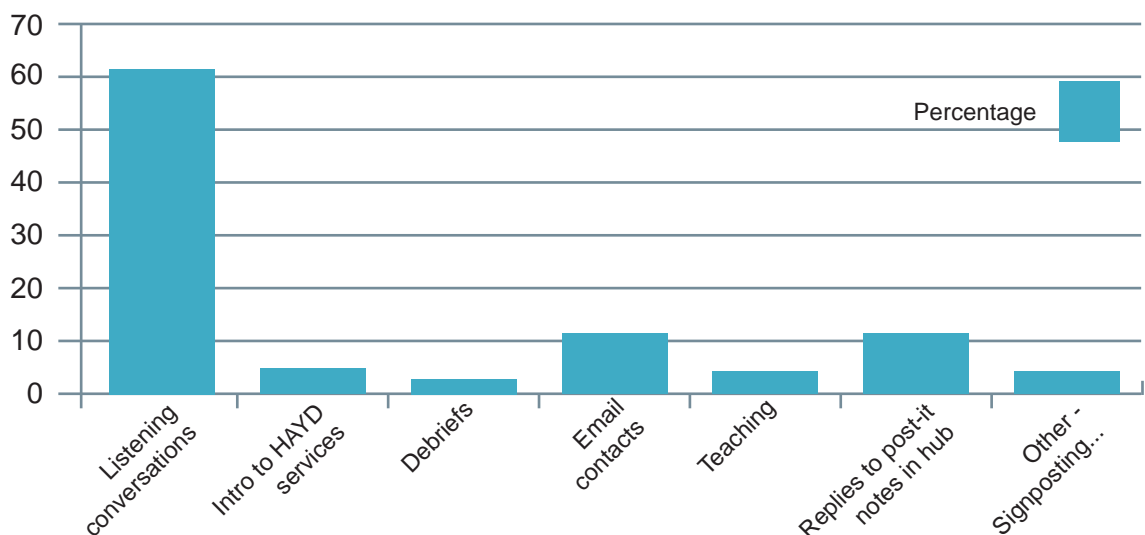
## Percentage of interventions by area



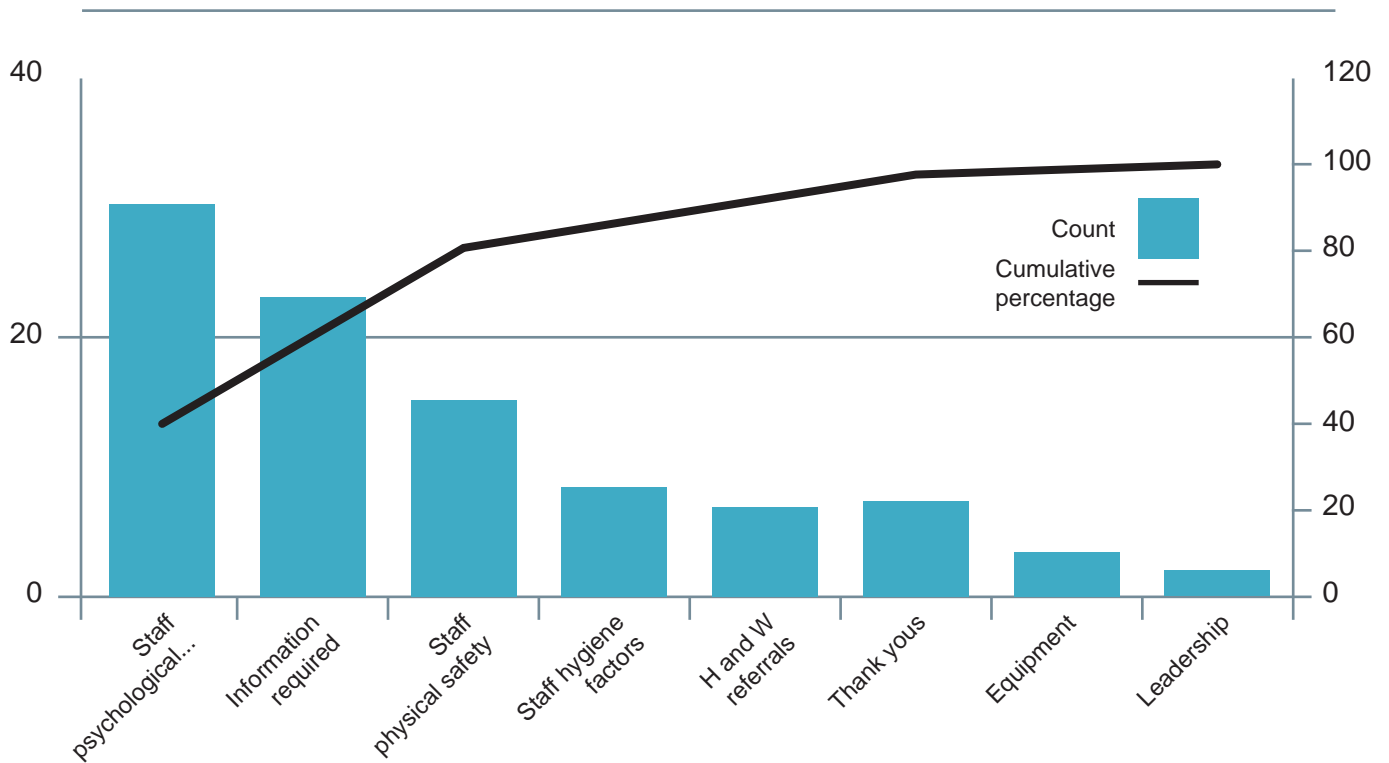
## Percentage of interventions by profession



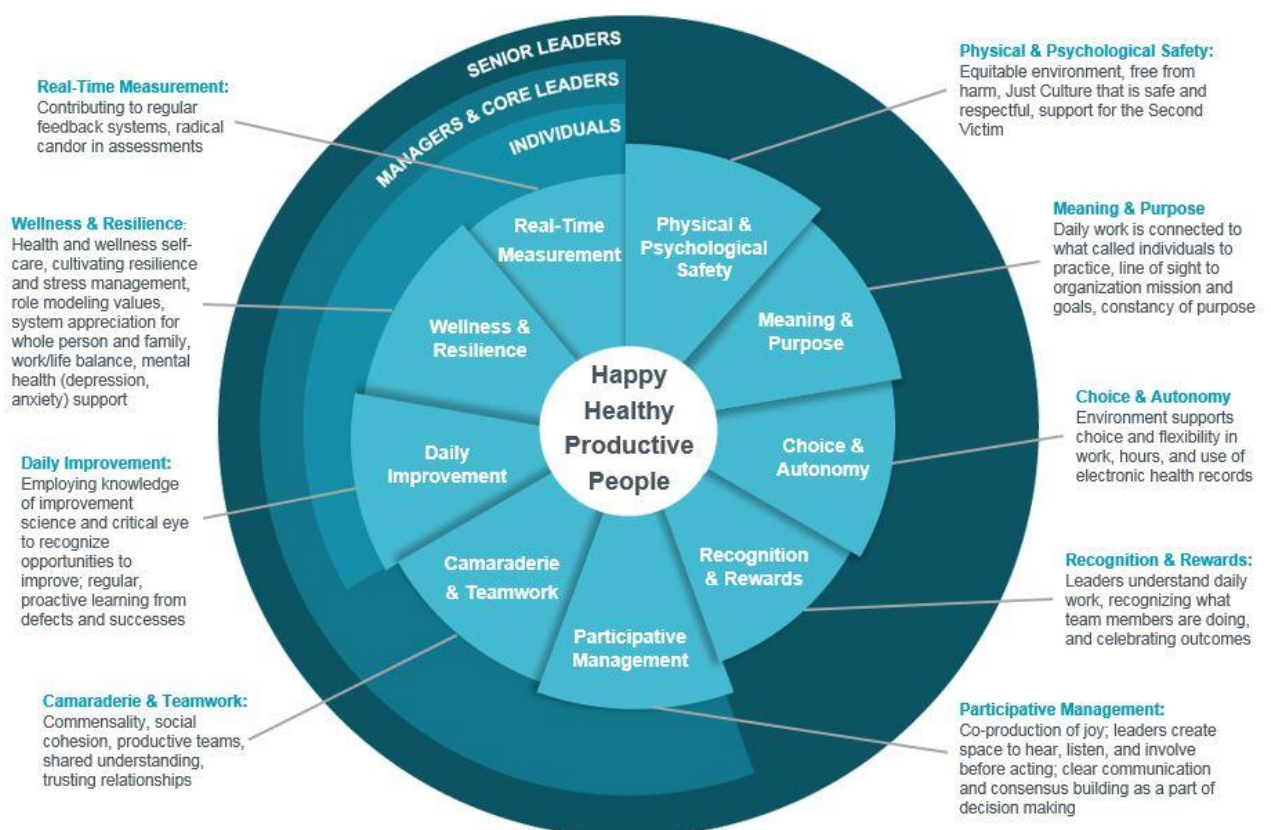
## Percentage of different types on interventions



# 'We said.. so we did...' closed loop conversations between the HAYD team and our colleagues April and May 2020 – Pareto chart



# Institute for Healthcare Improvement Framework for Improving Joy in Work



# 4. What did we learn?

Physical and psychological hygiene factors	Well-being offers from the Trust	Culture
<p><b>Create trust</b></p> <p>We said so we did; we said and we can't because - closed communication loops, creates trust</p>	<p><b>Accessibility</b></p> <p>Health and work services - Accessibility to Health@Work easier through drop in sessions and self-referrals and knowledge of the services have been improved</p>	<p><b>For everyone, by everyone</b></p> <p>Social movement - Flattened hierarchies, appetite for change, autonomy increased, reduced bureaucracy</p> <p>Well-being for all, promoted by all, across all sites, not dependent on role, site or any other factor</p> <p>A warm welcome becoming the norm from everyone</p>
<p><b>Hygiene factors</b></p> <p>Taking care of the basics so staff arrive relaxed and can focus on compassionate care for example parking, amazon lockers</p>	<p><b>Visibility</b></p> <p>Walk-arounds focused on well-being and safety well received</p>	<p><b>Compassionate leadership</b></p> <p>Line managers clearly understand their roles and responsibilities for promoting the well-being of all staff</p> <p>Kindness and compassion is everyone's role</p> <p>Gratitude and thanks expressed more often</p> <p>Visible leadership</p>
<p><b>Relax, refresh, refuel</b></p> <p>Physical spaces for staff to use for gaining knowledge, resting, wobbling for example hub, canteen, wobble rooms</p>	<p><b>Tools</b></p> <p>Tools to help promote teamwork and improved team hygiene - brief and debrief culture the norm</p>	<p><b>Flexible working</b></p> <p>Virtual team working and a better understanding of what flexible working can look and feel like</p>
	<p><b>Self-help</b></p> <p>Resources - availability of free apps, promotion of the use</p>	<p><b>Continuous improvement</b></p> <p>Increased learning across and between teams and divisions</p>





## What did other people say?

A colleague was feeling overwhelmed with the pressure at home and work and felt that she could not continue to work.

As she arrived she heard you thanking someone for all they were doing and saying hello as people arrived. She told me that this persuaded her that people at work do care and she decided not to resign.

It's really helped knowing that other people have these thoughts and feelings too

The  
**HowAreYouDoing**  
team rock

I admire the way you work it has struck a chord with me

Thank you for all that you have been doing, you are making a difference.

I have a voice and will be heard

I love the 5 questions... I now always have them in my head when I start a conversation

Thank you for your support. The sessions have been invaluable.

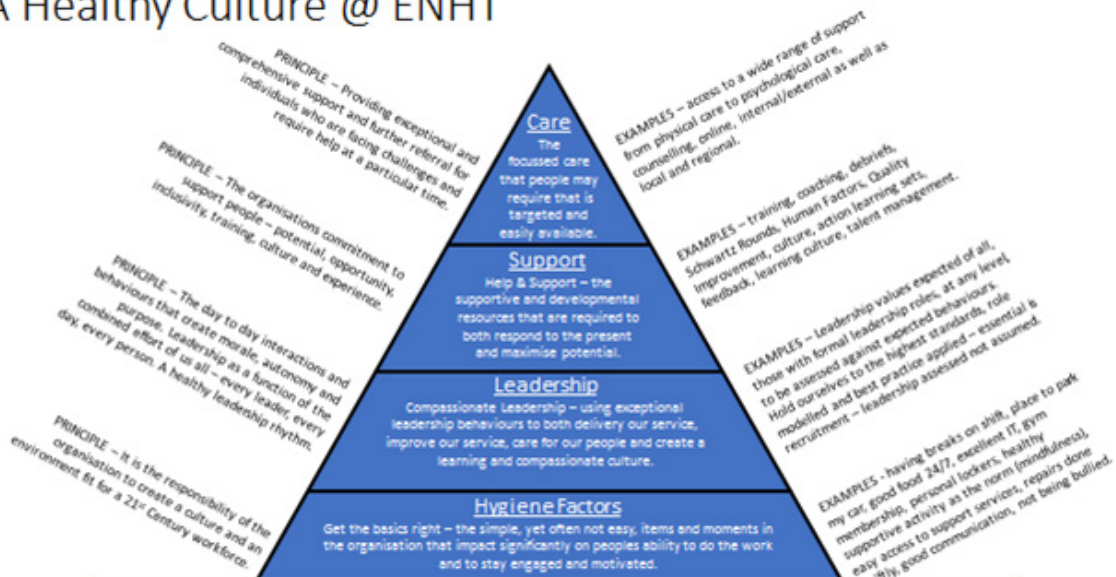
I was a bit of a cynic who needed something to assist me



# 5. What could the future look like?

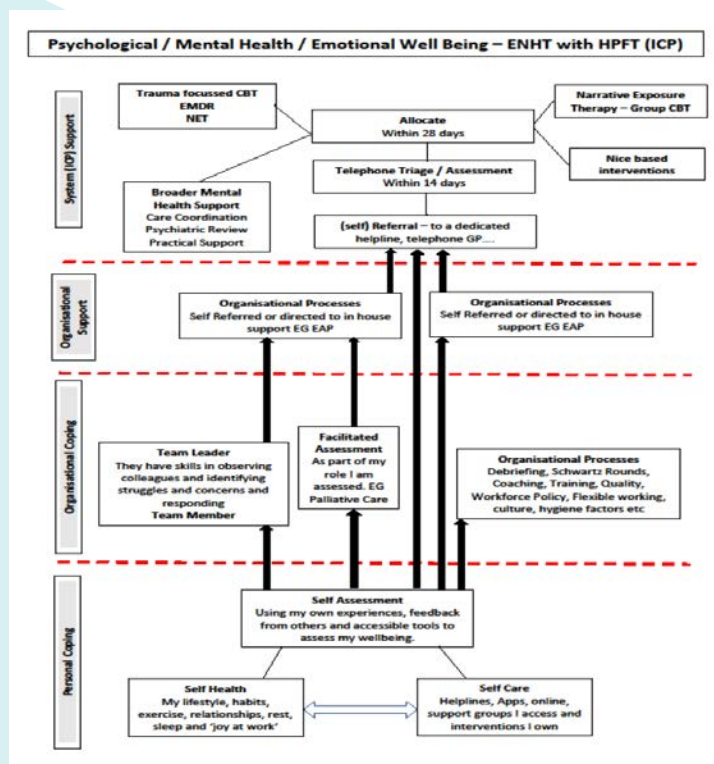
We have new models for this work going forward

## A Healthy Culture @ ENHT



An emerging model for the 'New Normal'

Care pathways for staff wellbeing have been developed



# 6. What do we recommend?

## The organisation could...

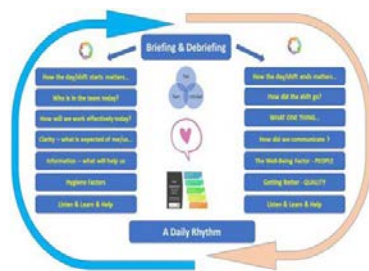
- To meet the need for psychological and physical safety there should be a relentless focus on hygiene factors like parking, staff facilities, wifi, quality food and listening to our teams
- Mental health first aid training for all
- Specialist psychological services for colleagues

## The HAYD team will...

- 'Leadercentric' training for everyone once a week on a virtual platform as a minimum
- Continue to partner with Health@Work and others to deliver quality experiences for all
- A focus on multi-disciplinary training and joined up working

## Bitesize

Practical tools and models have emerged and are now part of the ongoing 'BITESIZE' learning and development programme



**Briefing and debriefing a team effectively**  
#HowAreYouDoing #HereForEachOther #HereForPatients

**Why is it important?**

- It is a leadership tool that helps teams to work together effectively.
- Briefings help people to know what to expect from each other during the shift.
- Debriefs encourage feedback and learning and this also allows people to leave their work behind at the end of the shift.
- Teams are being created and disbanded on a daily basis. Most days and shifts we work with strangers.

**How do we do this?**

- Gather the team together at the beginning of a shift usually just after handover for the brief and again at the end of the shift before handover for the debrief.
- Agree where and when and get into a daily rhythm.
- Clinical and non-clinical staff and the whole MDT are invited where possible.
- These moments can be as short as a couple of minutes and should take no longer than 15 minutes.
- Anyone in the team can lead these conversations.

Briefing Checklist	Debriefing Checklist
Introduce the team to each other and check-in	What one thing...
Review team ground rules	-What really well for you this shift?
Did each new member of the team with a buddy?	-Did you learn today that you will not again tomorrow?
What do we need to know about for this shift?	-Should have made this shift easier for you?
Is anyone concerned about anything?	Was communication clear?
Does anyone need help with anything today?	Was workload distribution equitable?
Assign tasks and roles	Were roles and responsibilities understood?
Assign breaks	Was task assistance requested or offered?
If anyone is concerned about anything during the shift who should they escalate to?	What went well?
	What could be improved for the next shift?
	Thank the team for their work today.

**Top tips**

- Set ground rules as a team and stick to them as this needs to be a safe place for people to speak up.
- Have your ground rules printed and put up where you meet.
- There is no hierarchy in a debrief.
- Reflections on emotions not just work processes are encouraged.
- Remember people process information differently.

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## Team Leadership – at all levels.

Leadership is a daily rhythm in which the task, AND those undertaking the task, require care and consideration – one without the other stores up future difficulties



This is a daily leadership rhythm that creates clarity, confirms expectations, develops teamwork, reduces anxiety, cares for the basics and learns lessons.

