Learning Set 1

6th July 2021

Welcome!

Thank you for joining the event

The event will start at 3pm

NATIONAL COLLABORATING CENTRE FOR MENTAL HEALTH

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Housekeeping

- Please mute your speakers/audio unless you are speaking.
- Please turn your camera off when others are presenting.
- If you would like to ask a question or leave a comment, please use the chat function within the meeting.
- If you experience any technical difficulties, please email enjoyingwork@rcpsych.ac.uk

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WHY?!

روز

4. Use improvement science to test approaches to improving joy in work in your organization

3. Commit to a systems approach to making joy in work a shared responsibility at all levels of the organization

2. Identify unique impediments to joy in work in the local context

1. Ask staff, "What matters to you?"

Perlo J, Balik B, Swensen S, Kabcenell A, Landsman J, Feeley D. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017. (Available at ihi.org)

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Using quality improvement

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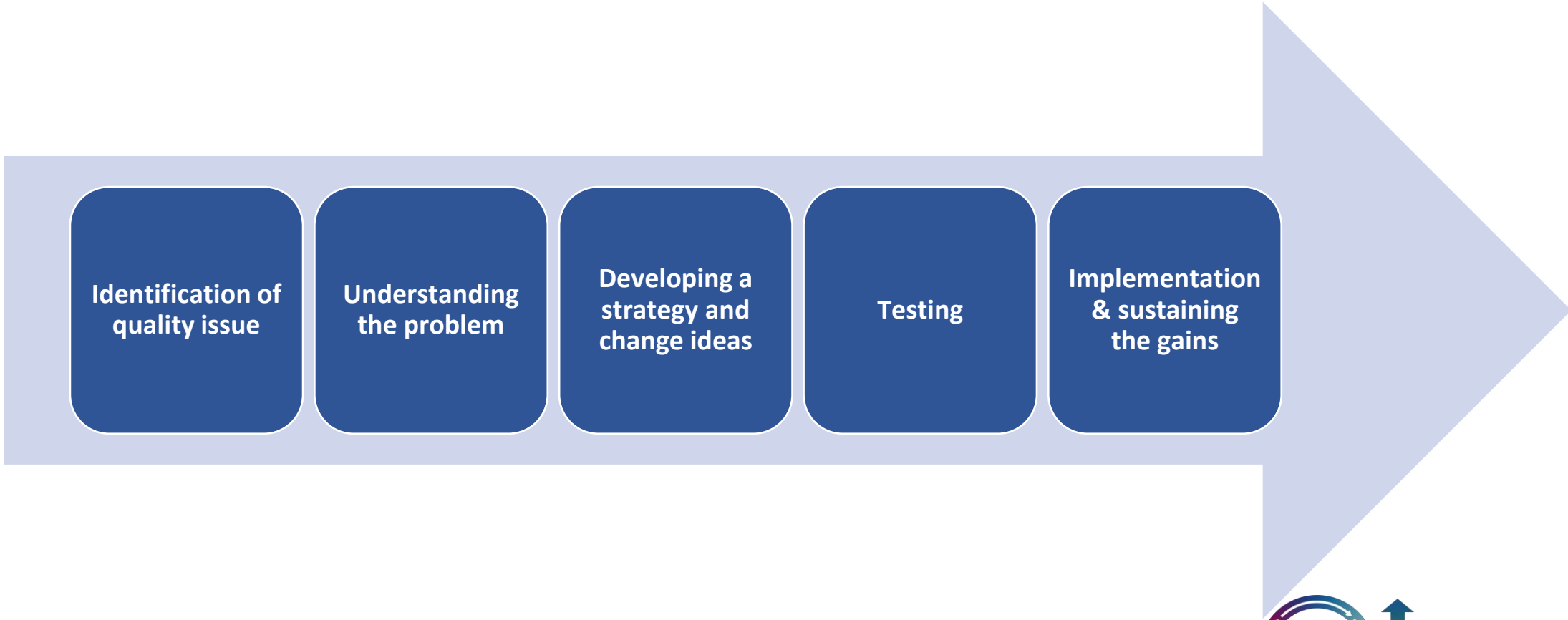
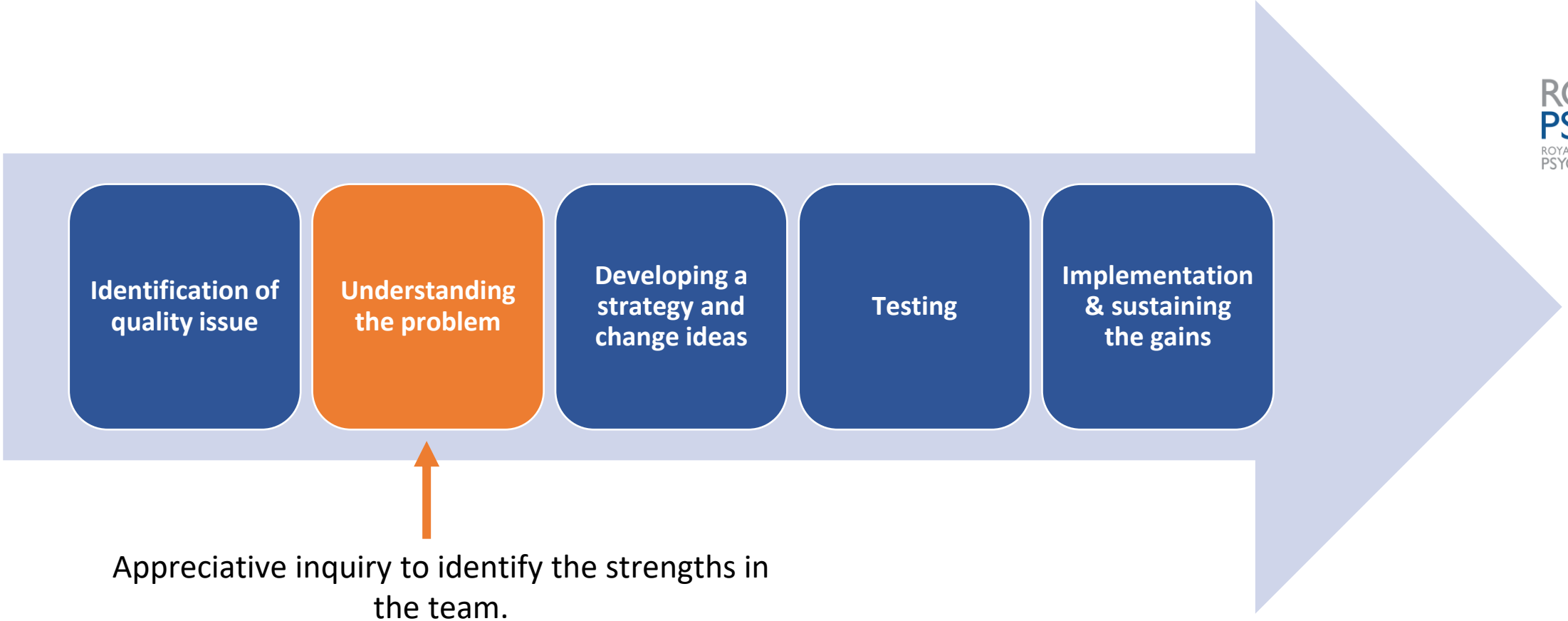
The sequence of improvement





Appreciative inquiry to identify the strengths in the team.
"What makes a good day?
"What are the pebbles in your shoe?"

Baseline data collection to understand variation

Two validated surveys – MiniZ and Gallup Q12

Start to capture weekly data, perhaps more frequently for 2 weeks?

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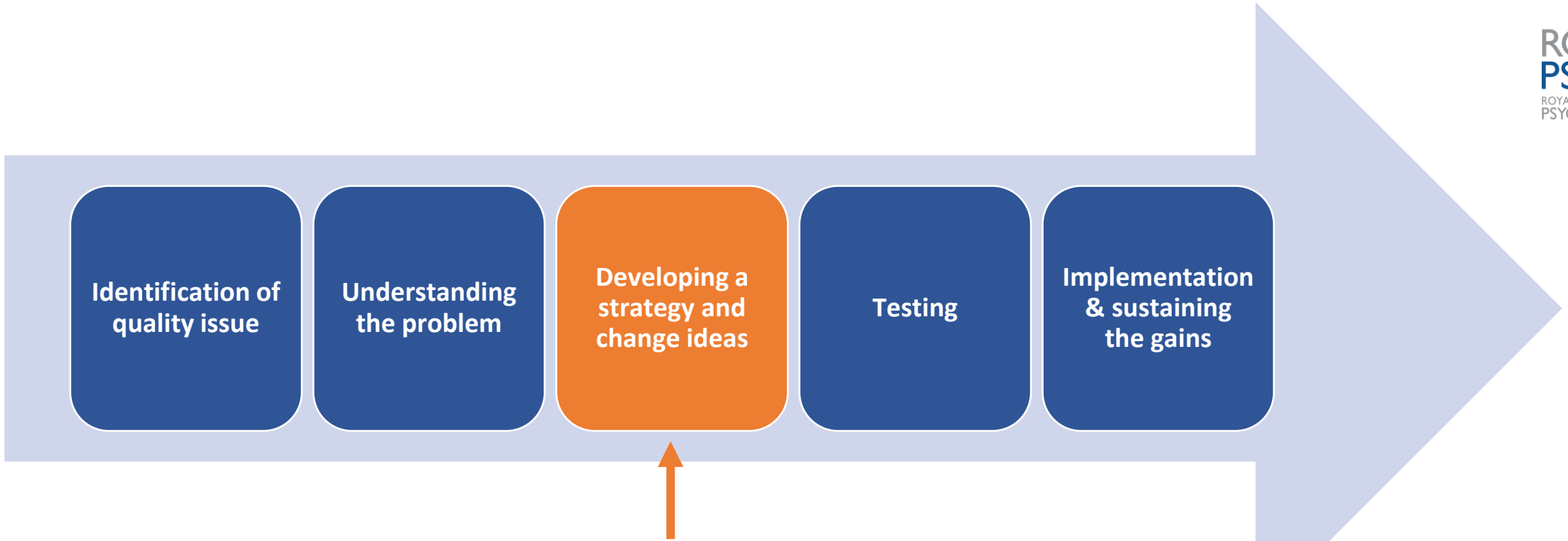
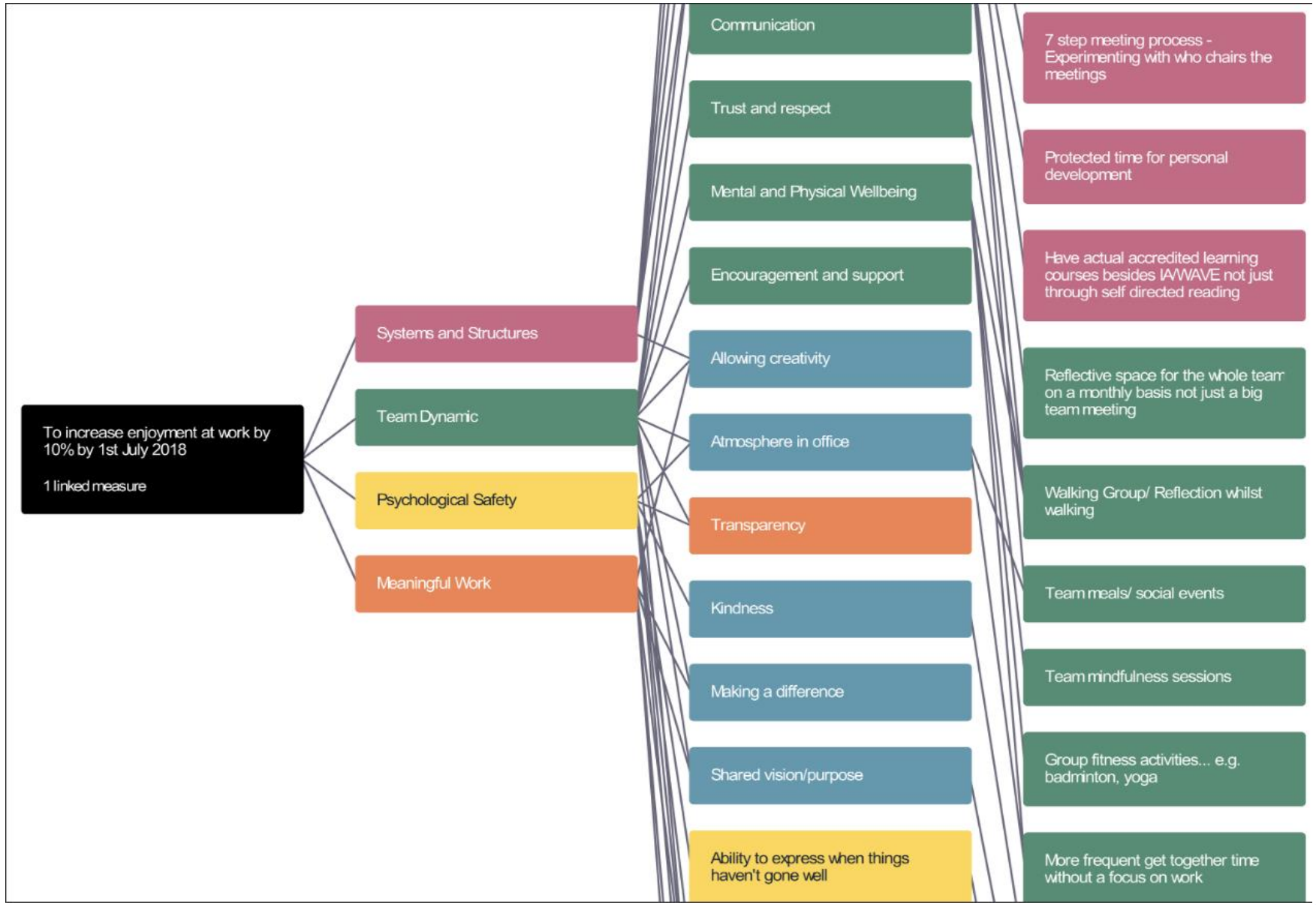


Team develops its own driver diagram, and generates its own change ideas



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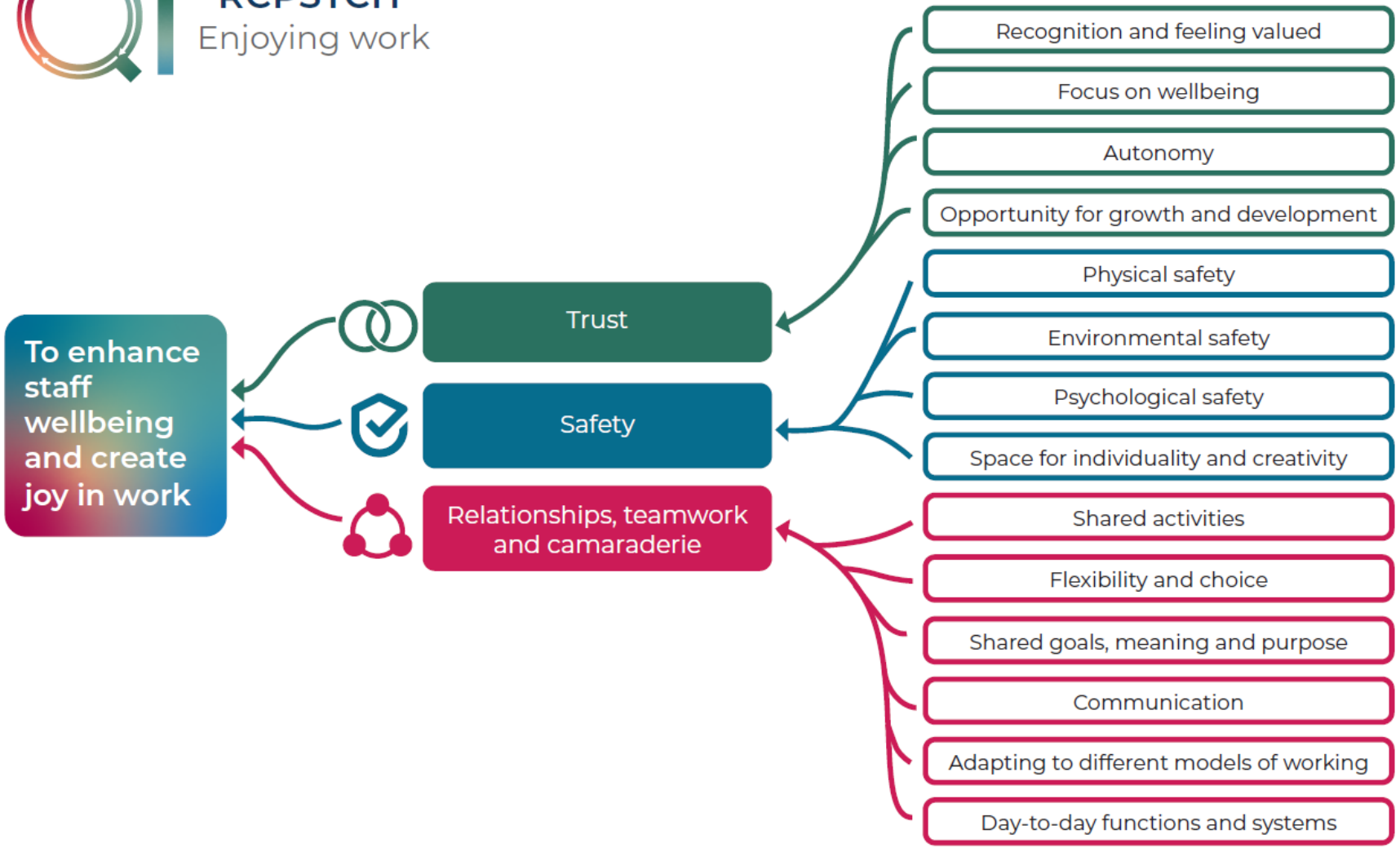

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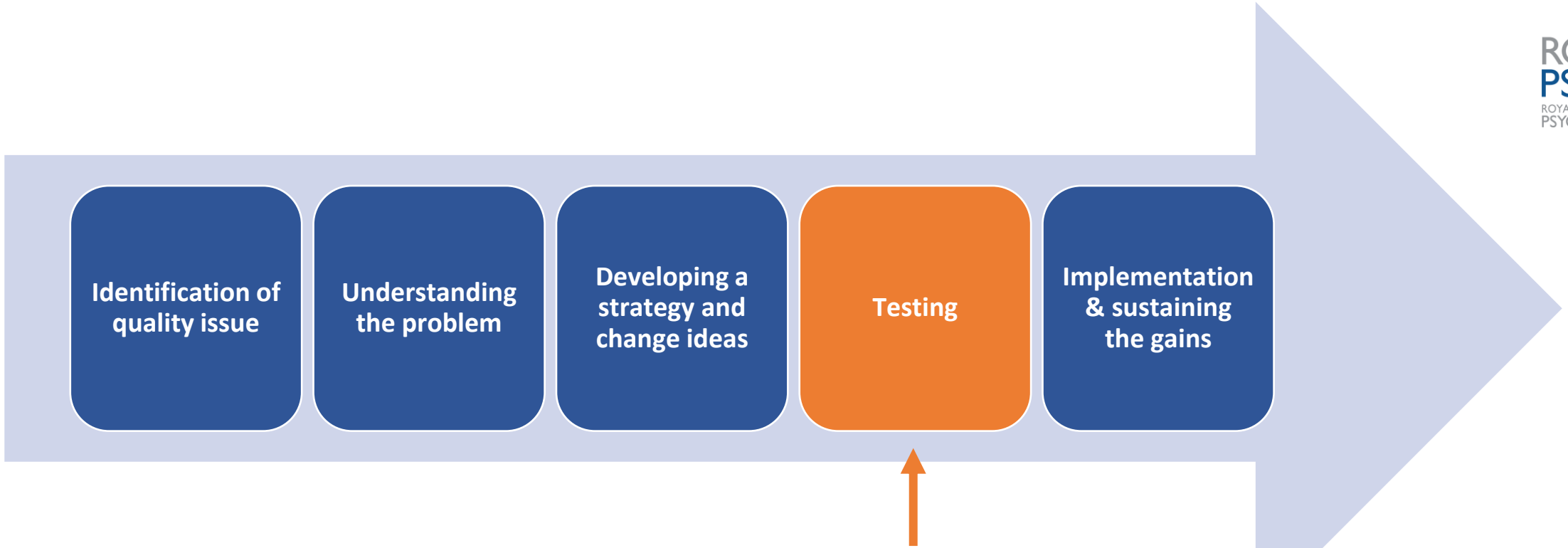

Using the Model for Improvement and PDSA cycles to test ideas.

Collecting data to see if they make a difference.

Making the work (data and changes) visible to all

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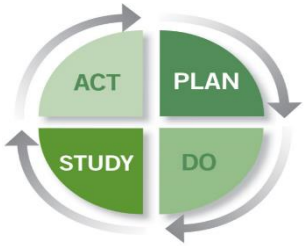
PDSA Cycles

PDSA 3: Flexible working

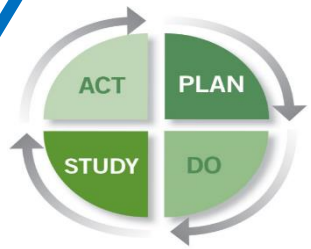
PDSA 2: Two half days

PDSA 1: Mandatory 1 day per week

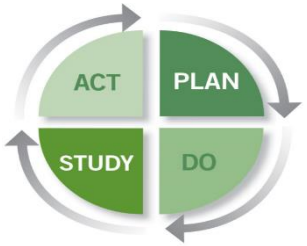
Change Idea: Working out of office



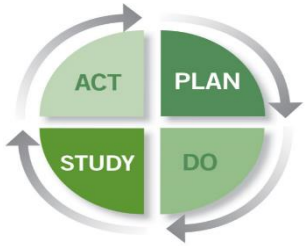
PDSA 4: Change time to end of day



PDSA 3: Calendar invites



PDSA 2: Email reminder



PDSA 1: 30mins group running during lunch

Change Idea: Running Club

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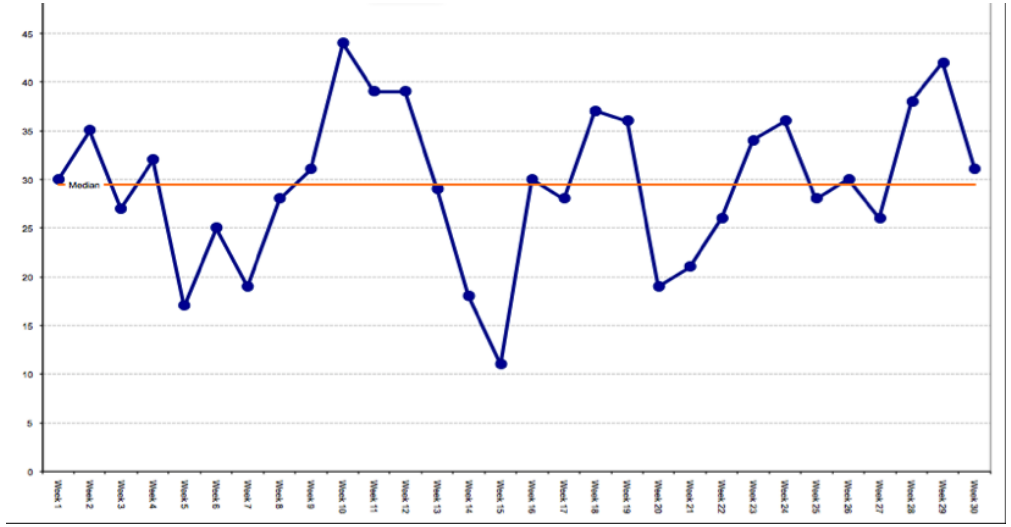
Measurement



In the past week at work, how often have you enjoyed being at work?

Not at all hardly at all a few times fairly often frequently

Using your own definition of "burnout," please circle one of the answers below:

- I enjoy my work. I have no symptoms of burnout
- I am under stress, and don't always have as much energy as I did, but I don't feel burned out
- I am definitely burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion
- The symptoms of burnout that I am experiencing won't go away. I think about work frustrations a lot
- I feel completely burned out. I am at the point where I may need to seek help

How likely are you to recommend your team as a place to work?

0
Not at all likely

10
Extremely likely

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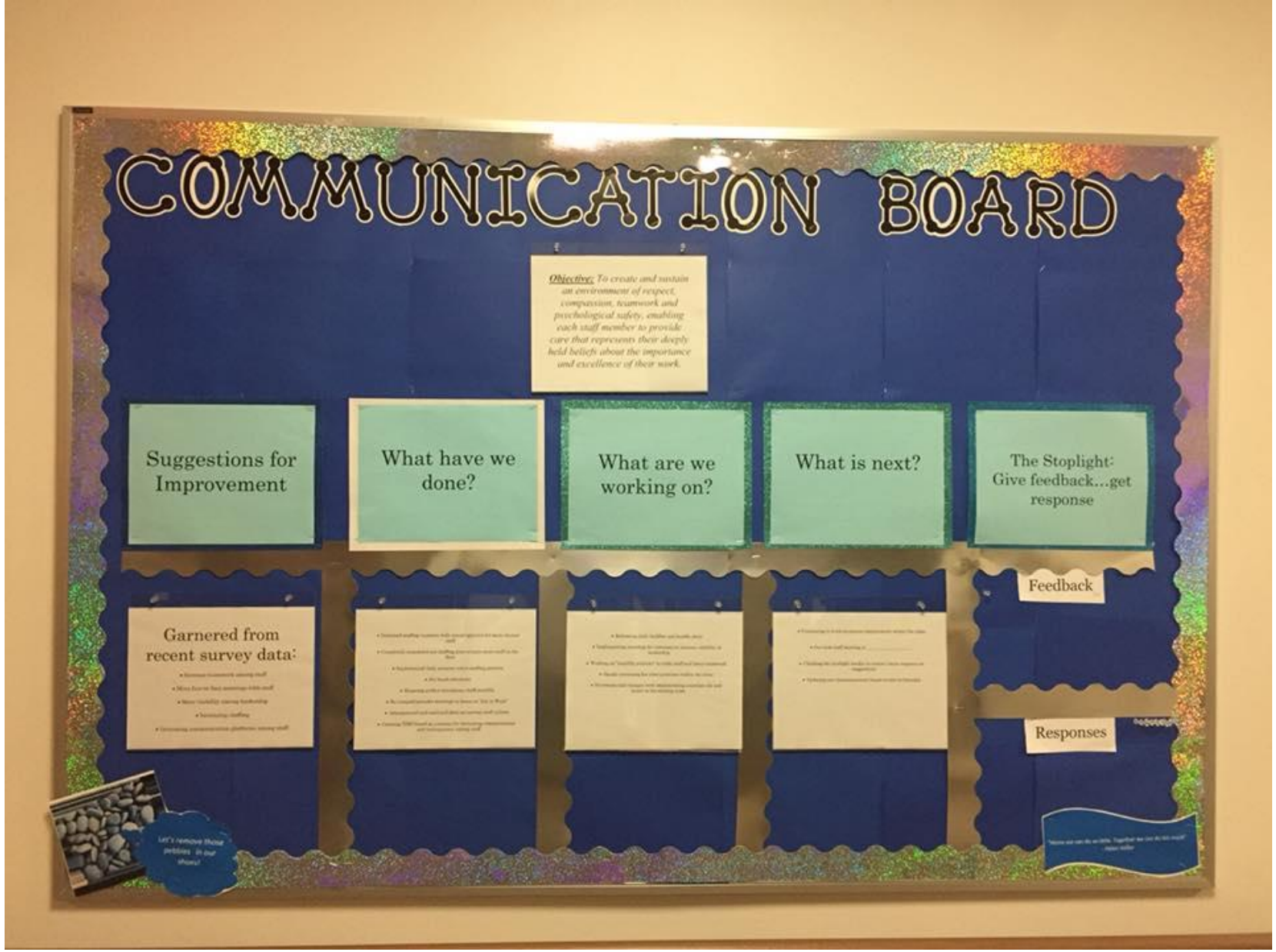

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THE PROGRAMME TEAM

ENJOYING WORK COLLABORATIVE

Amar Shah
National Improvement Lead

Tom Ayers
Director & Programme Lead

Christie Roman
Project Manager

Kate Lorrimer
QI Coach

Emily Cannon
QI Coach

Matt Milarski
QI Coach

Saiqa Akhtar
QI Coach

Renata Souza
QI Coach

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@QI_KateL

@EmilyCanQI

@MattNCCMH

@SaiqaNCCMH

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Introduction to the Improvement Collaborative

Tom Ayers (*he/him)*

- 4 main requirements
  - Learning sets
  - Data collection
  - Regular contact with your coach
  - Test lots of ideas and have fun

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Isle of Dogs: Joy in Work

Aileen Valydon and Marisa Bouman

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Isle of Dogs: Joy in Work

A change in culture

Enjoyment at Work

Leads: Kulwinder Sanghera, Marisa Bouman
Coach: Francisco Frasquilho Sponsor: Tracey Upex

NHS East London NHS Foundation Trust

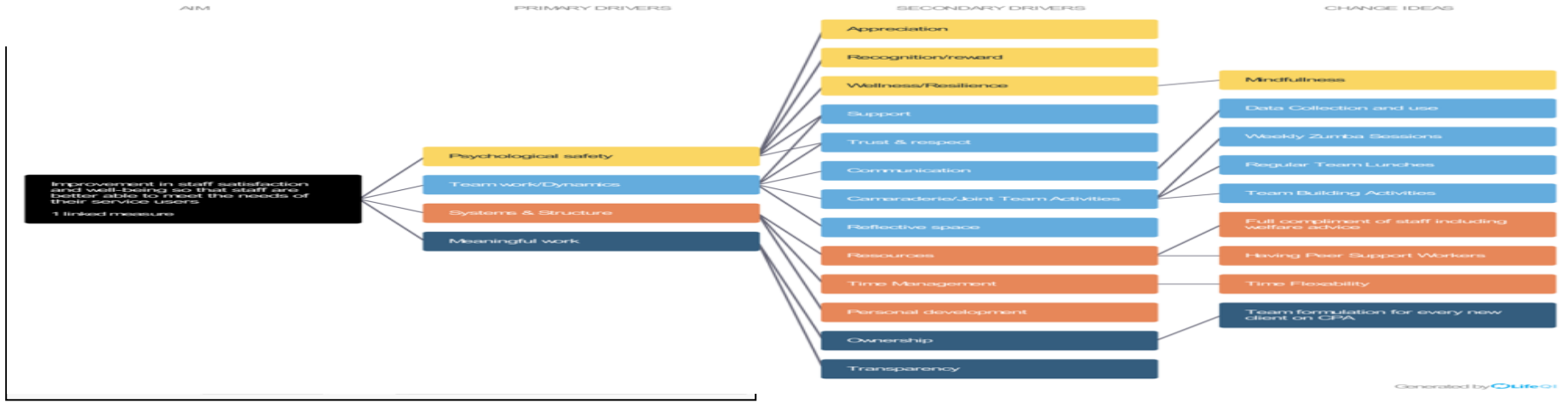
"Enjoyment takes Work"

Aim

Improvement in staff satisfaction and well-being so that staff are better able to meet the needs of their service users

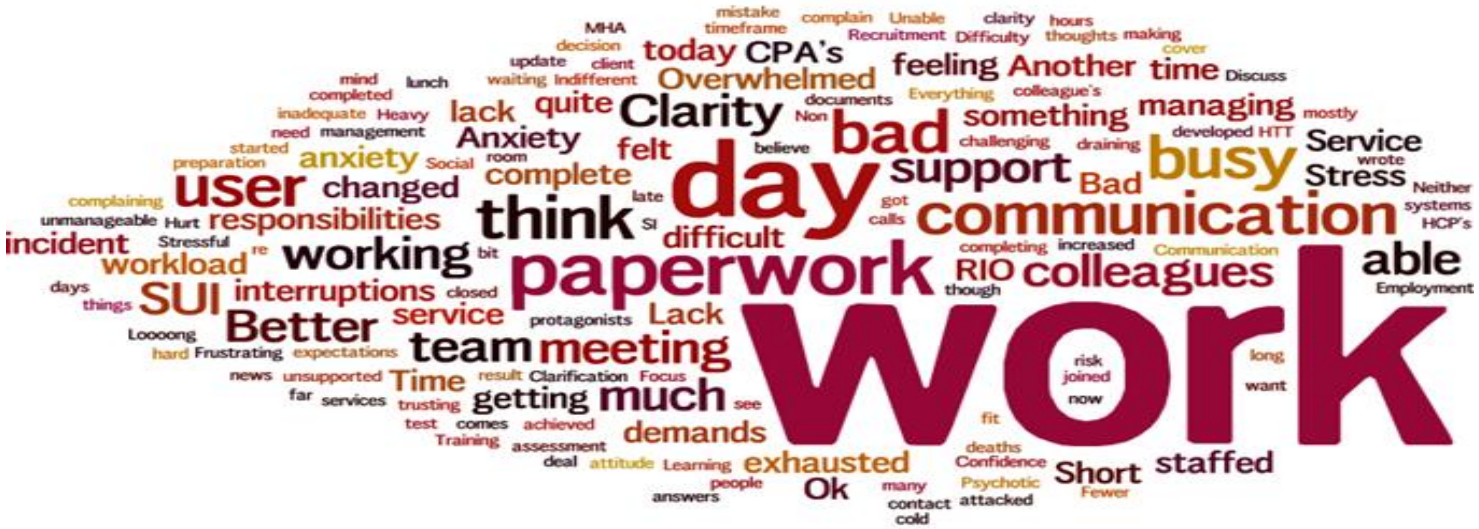
Why is this important to service users and carers?

This is important for service users and carers because the evidence suggests that staff are able to meet service users needs more effectively when they have increased enjoyment at work. [1]



Learning and what next?

A change in culture takes time and challenges the system. Over the course of the project there was increase in engagement from staff, in order to maintain and improve we will continue to implement changes suggested by staff – including externally facilitated reflective sessions, and mindfulness at work.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communication
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Clarity
Overwhelmed
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Discuss
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Anxiety
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responsibilities
working
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service
team
meeting
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Time
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demands
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Employment
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Stress
something
managing
Lack
difficult
incident
unmanageable
Hurt
Stressful
Loooong
hard
Frustrating
expectations
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far
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Learning
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Psychotic
Confidence
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Neither
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Communication
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calls
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late
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re
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protagonists
Clarification
Focus
see
Inadequate
Heavy
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preparation
complaining
days
things
mind
lunch
completed
waiting
Indifferent
update
client
decision
MHA
mistake
timeframe
complain
Unable
clarity
hours
Recruitment
Difficulty
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Everything
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documents
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Productive
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Calm
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disasters
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teaching/training
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Care
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seeing
thinking
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targets
Mostly
Reflection
Working busy
Communication
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run
Fabulous
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Achieved
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Relaxation
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debrief
particular
inspiring
achieved
team
brilliant
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Effective
lunch
supervision
complain
communication
Competing
Client
plan
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session
shadow
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Open
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Fabulous
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efficiency
appreciation
Communication
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Reflection
Mostly
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enquiry
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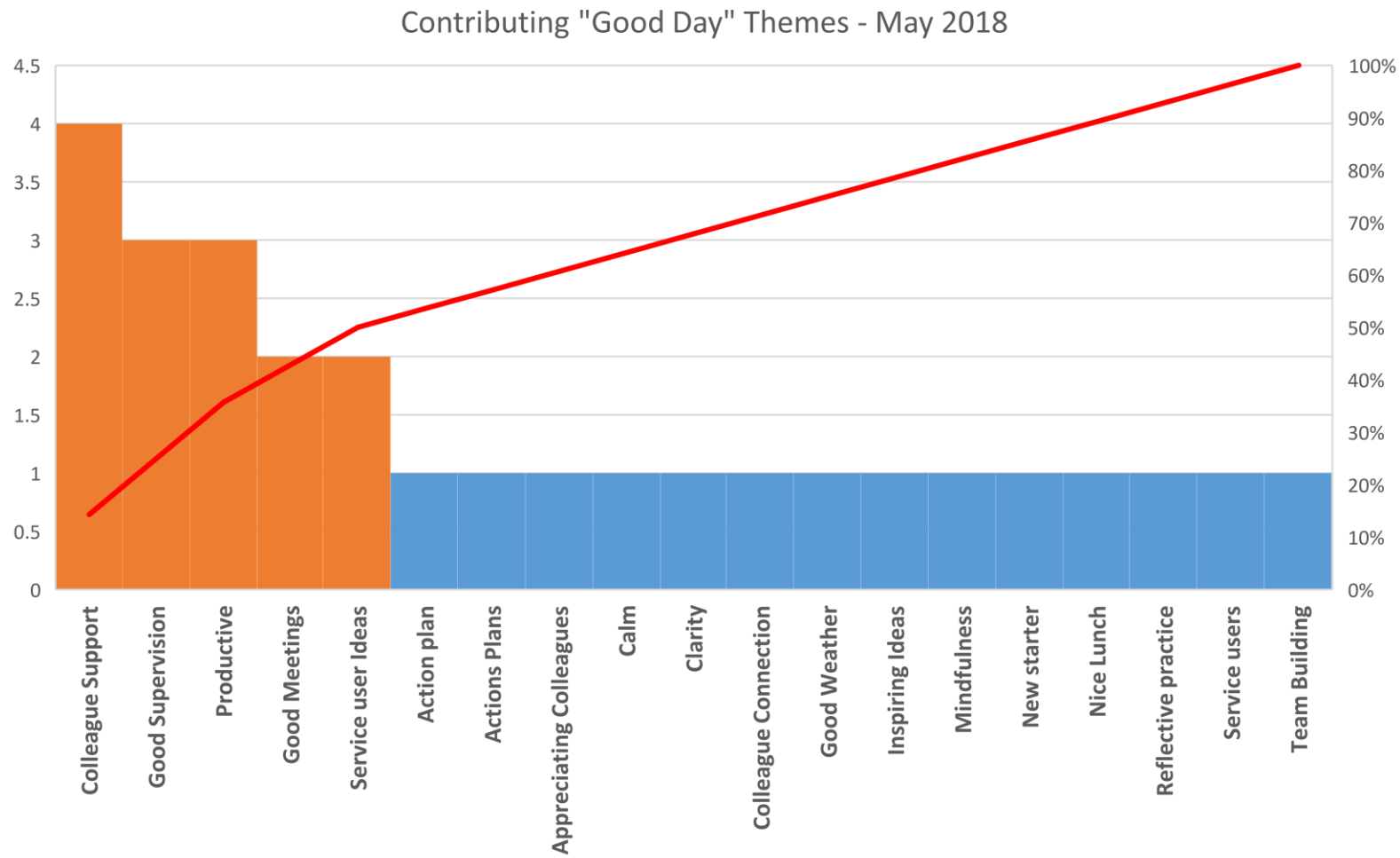
Contributing "Good Day" Themes - May 2018
4.5
4
3.5
3
2.5
2
1.5
1
0.5
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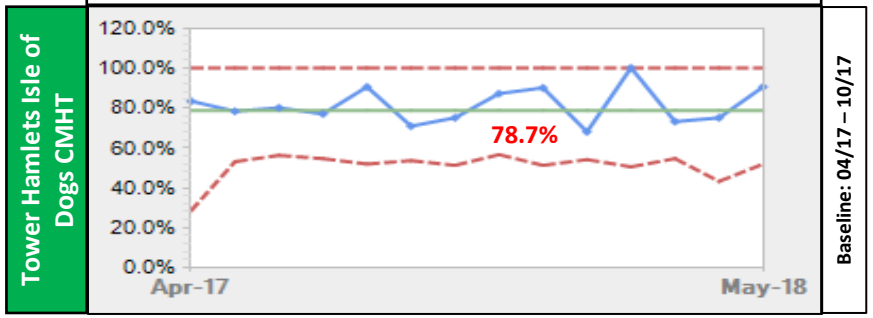
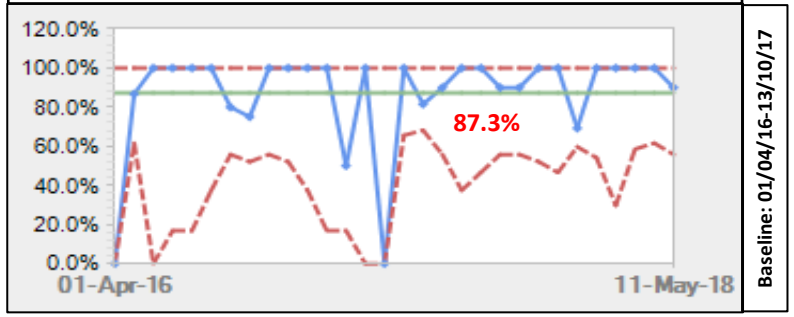
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Colleague Support
Good Supervision
Productive
Good Meetings
Service user Ideas
Action plan
Actions Plans
Appreciating Colleagues
Calm
Clarity
Colleague Connection
Good Weather
Inspiring Ideas
Mindfulness
New starter
Nice Lunch
Reflective practice
Service users
Team Building

Outcome Measures

1a. Meeting with mental health professionals (% scoring 5 or higher by month) – P Chart

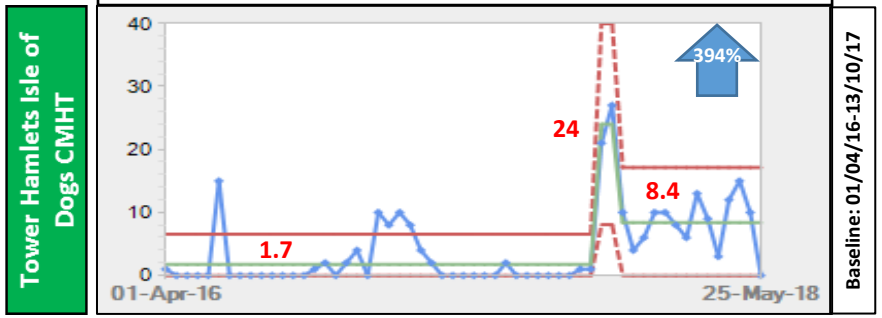


2a. Would you recommend the service to friends and family? (% Positive Responses Bi-weekly) – P Chart

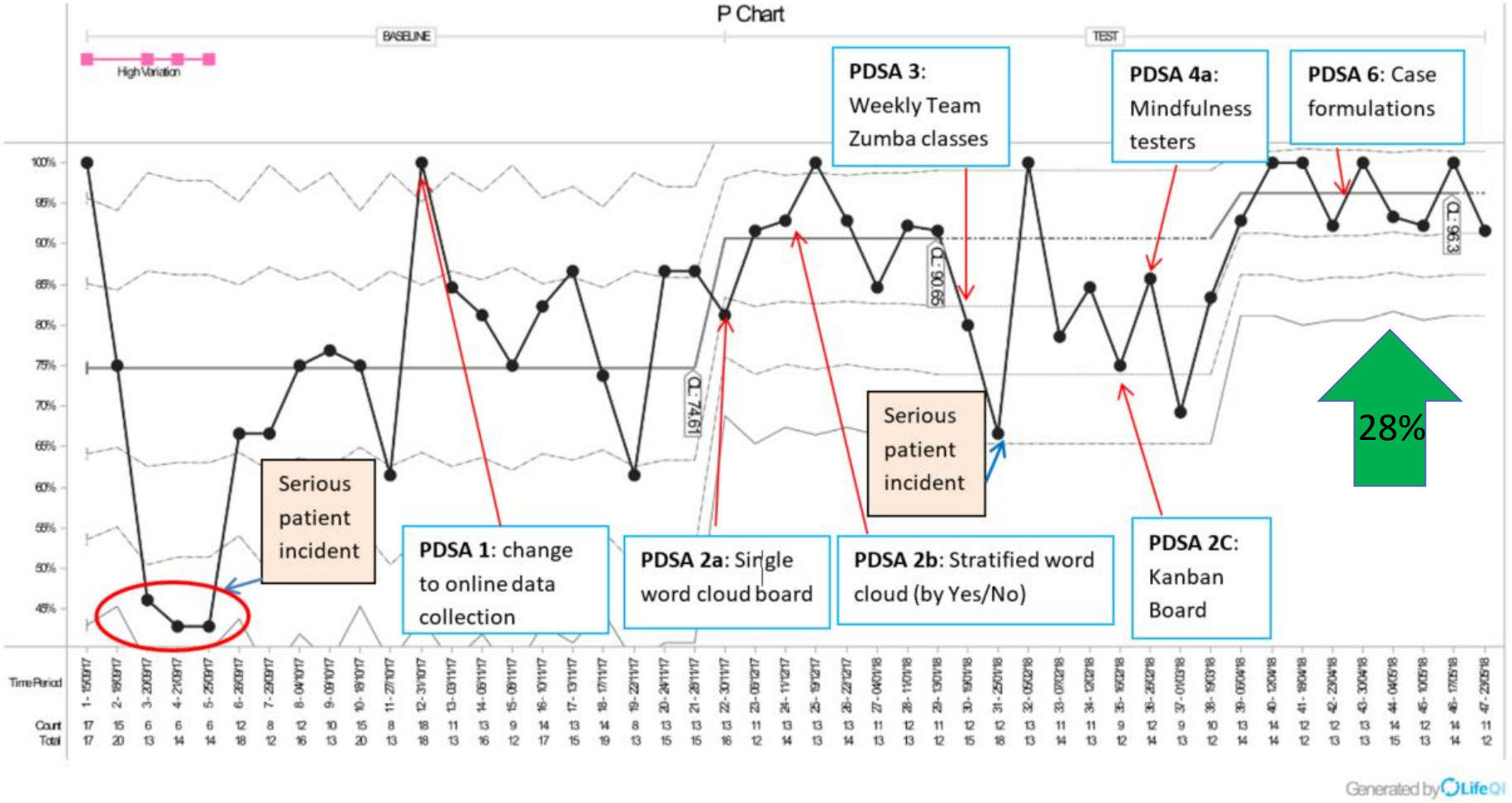


Process Measures

2b. Number of Responses for friends and family service recommendation – I Chart



P- Chart Sept 2017-Nov 2018



Breakout Group exercises

QI Coach

- **Session 1 - Running an effective project team meeting**

  Emily Cannon & Renata Souza

- **Session 2 - The measurement plan and ImproveWell**

  Saiqa Akhtar, Anna Lau (ImproveWell) & John Masterson (ImproveWell)

- **Session 3 - Theory of change**

  Kate Lorrimer & Matt Milarski

Breakout Group Instructions

All teams have been allocated to one of three breakout rooms (see next slide).

When prompted please join this room and wait for the session host to join you.

There will be 3 sessions within each room, session hosts will rotate around each rooms. **Please stay in your room.**

ROOM 1	ROOM 2	ROOM 3
Betsi Cadwaladr UHB - Flintshire	**Cov & Warks** - CAMHS LD Comm Svces	**HEE** - Quality Kent, Surrey, Sussex
Betsi Cadwaladr UHB - Tegid Ward	**Cov & Warks** - Loc. based Comm MH	**HEE** - Quality Wessex
B'ham & Solihull - Ardenleigh	**Devon P'ship** - HR Operations	**HEE** - Volunteering (National)
Cambs & P'boro - Older People's MHS	**Gloucs Health & Care** - MH Liaison Team	**HEE** - W'force Transformation
CNWL - Beatrice Place	**HEE** - Nursing (SE)	**HEE** - W'force Transformation (National)
CNWL - Kershaw Ward	**HEE** - Perf & Delivery	**RCPsych** - CCQI
CNWL - Redwood Ward	**HEE** - Pharmacy (London & SE)	**RCPsych** - Training & Workforce
Cheshire & Wirral - Juniper Ward	**HEE** - Primary Care Schools (EoE)	**Royal Nat Orth Hosp** - London Spinal Cord Centre
Colchester Cygnet HC - Oak Court	**HEE** - Quality and Commissioning	**Sheffield HSCT** - Longterm Neuro Cond's
Cygnet Health Care - Psych Cygnet South	**Hywel Dda UHB** - Wellfield Rd	**Sheffield HSCT** - Older Adults Comm MH
HEE - Apprenticeships (National)	**Isle of Wight** - Comm CAMHS	**Solent** - Older Person Comm MH
HEE - Chair/Chief Exec Office	**Isle of Wight** - Comm MH team	**Solent** - The Orchards
HEE - Comms & Engagement	**Norfolk & Suffolk** - Abbeygate	**Sussex P'ship** - Crisis Res team
HEE - Corp Comms (Nat)	**Norfolk & Suffolk** - Northgate	**Sussex P'ship** - Spec Older Adults MH
HEE - HR and OD Sen Mgmnt Team	**Norfolk & Suffolk** - Southgate	**Sussex P'ship** - W'ester & Test Vall CAMHS

Running an effective project team meeting

Breakout session

Renata Souza and Emily Cannon

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Running an effective project team meeting

Plan

- Clarify purpose and objective of the meeting before you start
- Identify a chair, timekeeper, note taker (rotate roles in each meeting) and facilitator if facilitation is needed (usually your QI coach)
- Review agenda and adjust if needed

Running an effective project team meeting

Work through the agenda

- Review your data e.g. what has everyone's enjoyment at work been over the past few weeks? What has our completion rate been on the survey?
- Review your PDSA cycles e.g. how are the change ideas going that we've introduced? What have patients/members of the wider team said? Have there been any changes in our data? Can we make any changes to improve the ideas?
- Has anyone suggested any new ideas recently? What ideas could we introduce next?

Running an effective project team meeting

What's next?

- Review meeting notes
- How can we delegate tasks out between the project team?
- How will we share the outcomes of this project team meeting? At a staff/team/community meeting to keep the wider team up to date?
- Plan next steps and next agenda
- Evaluate meeting to make the most of the time in future project meetings

A template can be accessed on the LifeQI platform

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QI project meeting agenda

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Date:	Time:
Location:	
Team members:	

	Activity	Time
1.	Clarify purpose and objectives	
2.	Select timekeeper and minute taker *(rotate roles)* Timekeeper: Minute taker:	
3.	Review prior action list	
4.	Review today's agenda	
5.	Work through agenda item(s) – *(to include review of PDSAs and data)*:	
	a)	
	b)	
	c)	
	d)	
	e)	
6.	Review key actions, information and decisions	
7.	Plan next meeting agenda	
8.	Evaluate the meeting	
9.	Close	

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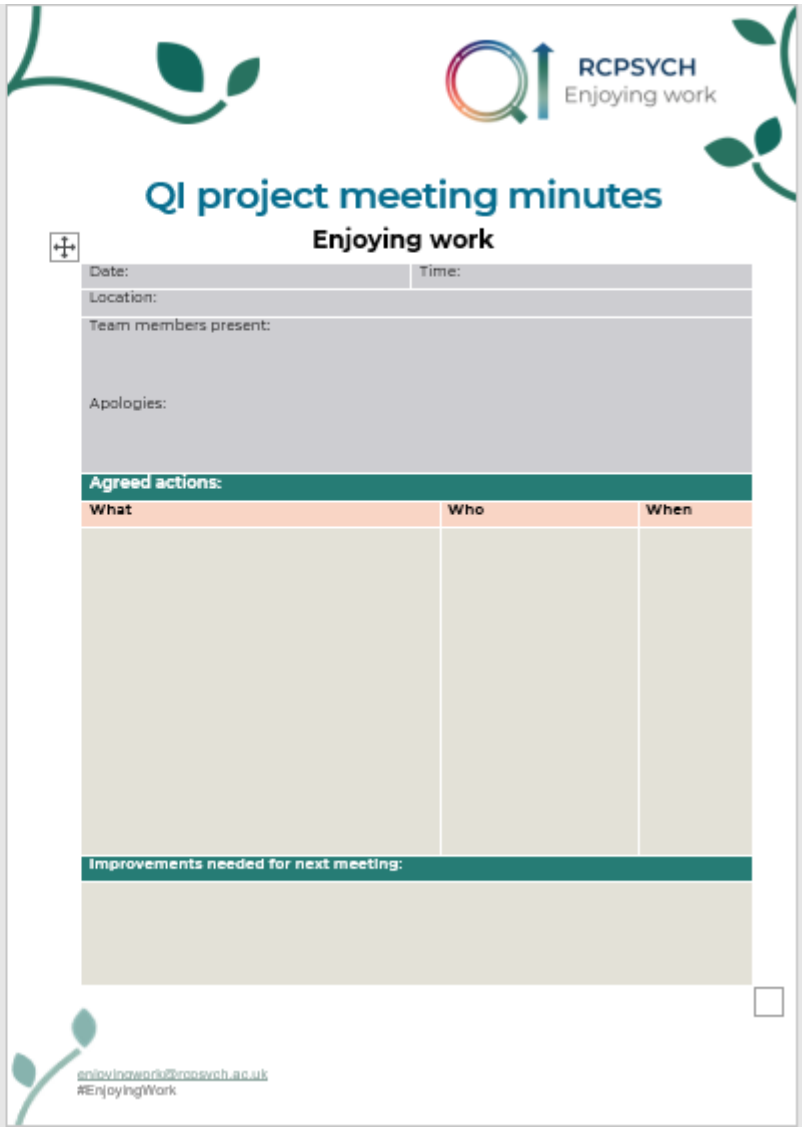

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QI project meeting minutes

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Date:	Time:
Location:	
Team members present: Apologies:	

Agreed actions:		
What	Who	When

Improvements needed for next meeting:

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Next steps

- Set your bi-weekly project team meetings and let your QI Coach know when these are happening
- In your early meetings, your QI Coach will help you look at the results of your in-depth survey and outputs from the appreciative inquiry session, and help you generate change ideas

Enjoying Work Collaborative

Theory of change breakout session

Kate Lorrimer (she/her)
Matt Milarski (he/him)

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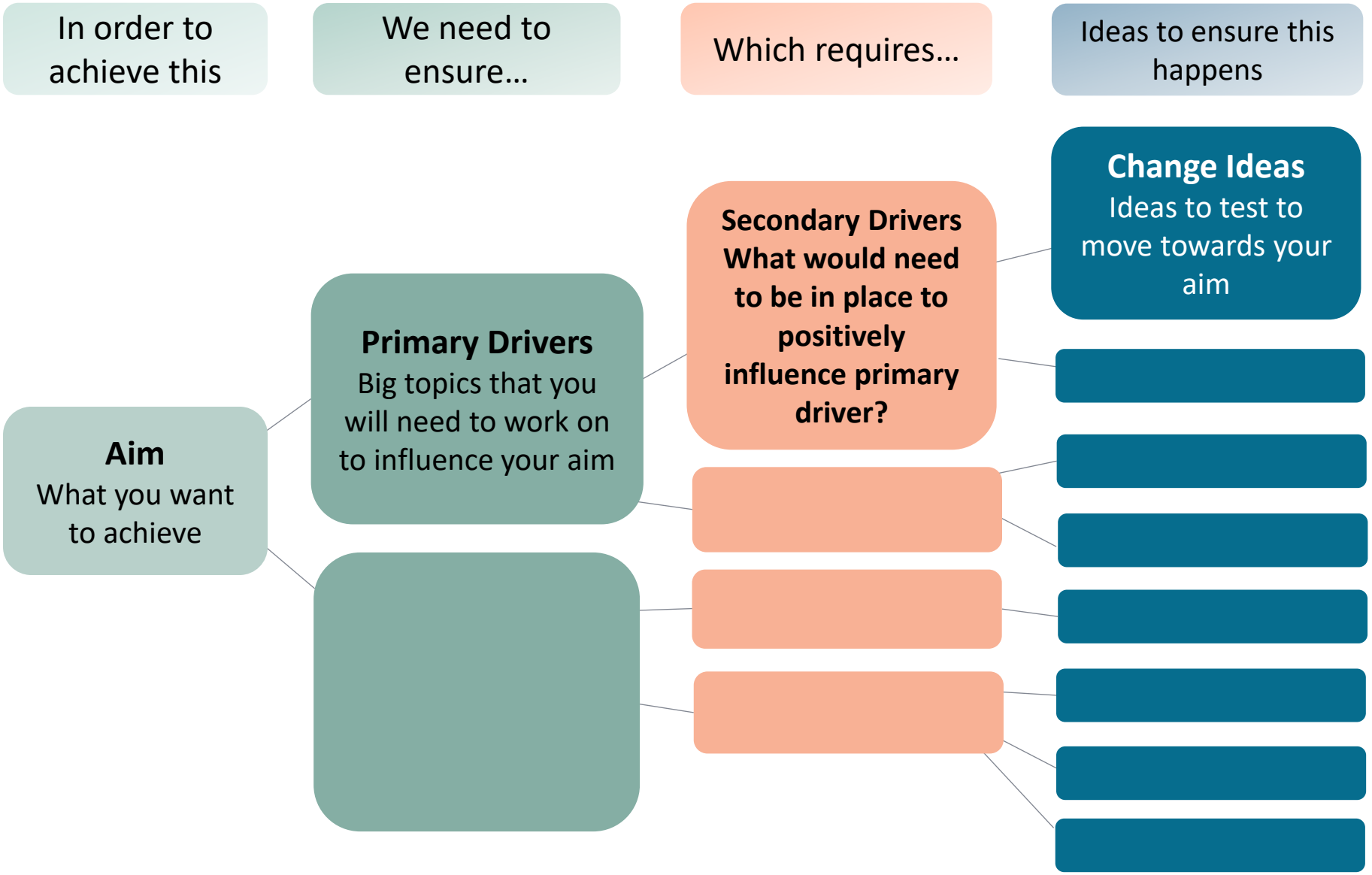

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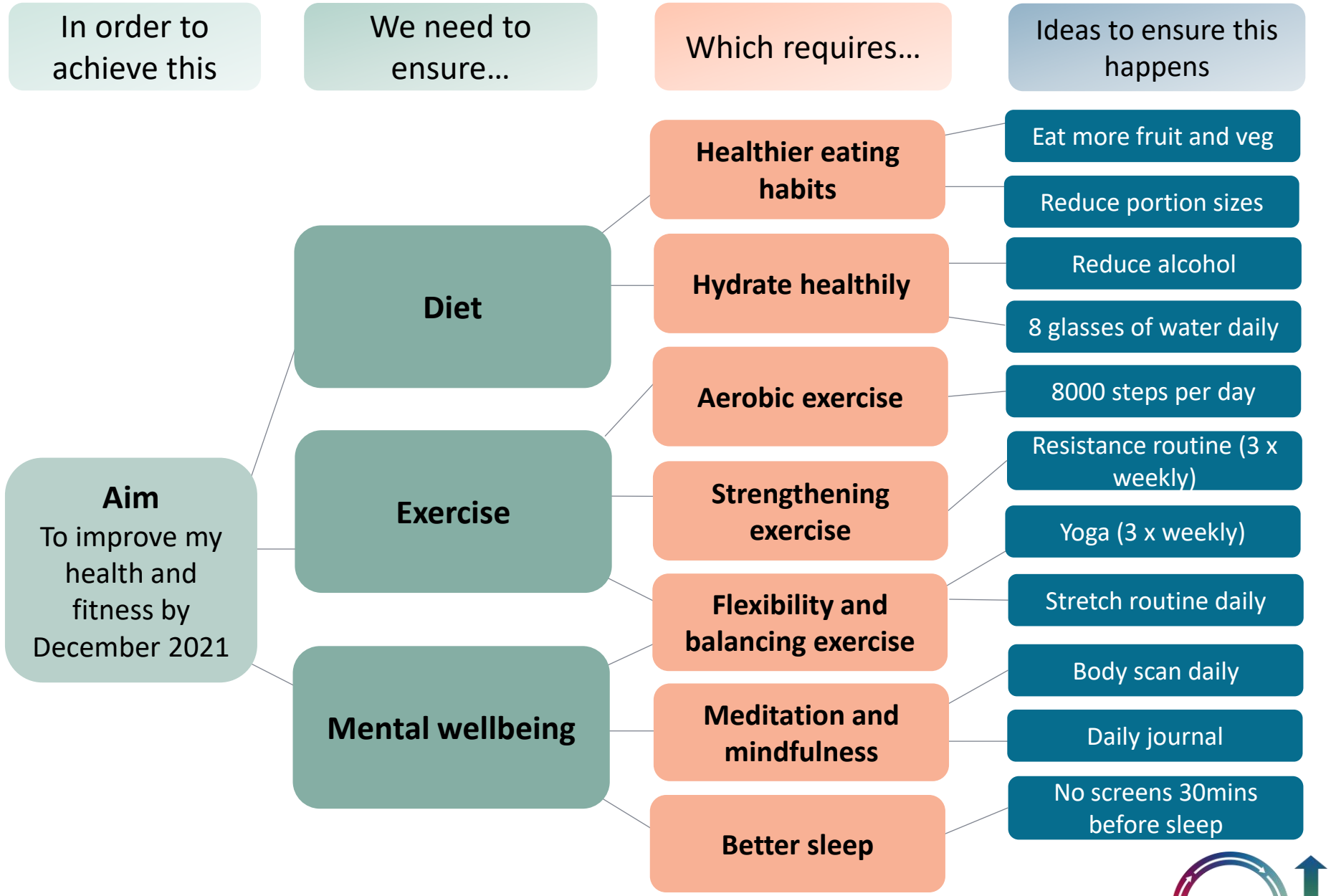
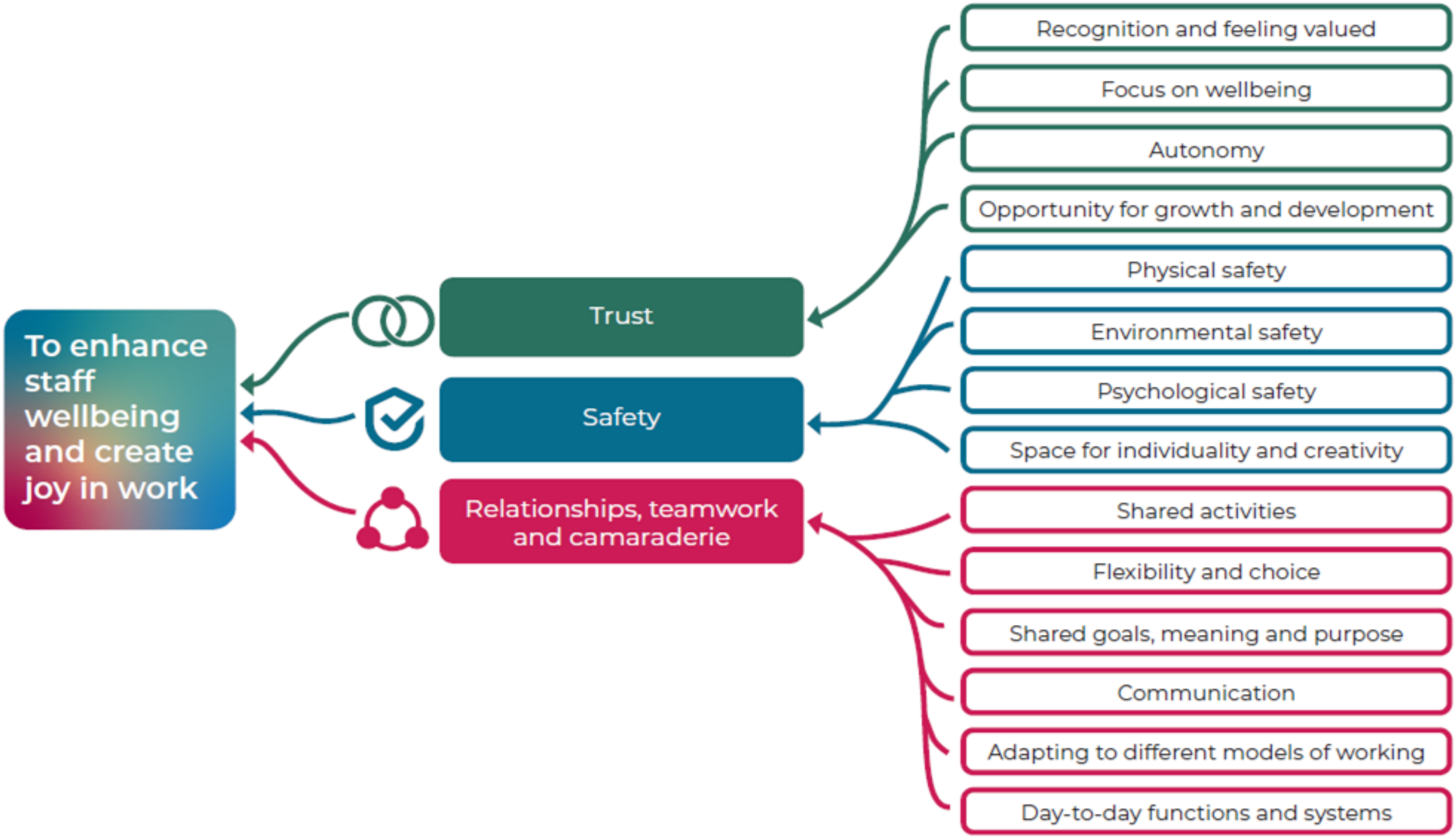


RC PSYCH
ROYAL COLLEGE OF PSYCHIATRISTS

NATIONAL COLLABORATING CENTRE FOR MENTAL HEALTH

#EnjoyingWork

RCPSYCH
Enjoying work


To enhance staff wellbeing and create joy in work
Trust
Safety
Relationships, teamwork and camaraderie
Recognition and feeling valued
Focus on wellbeing
Autonomy
Opportunity for growth and development
Physical safety
Environmental safety
Psychological safety
Space for individuality and creativity
Shared activities
Flexibility and choice
Shared goals, meaning and purpose
Communication
Adapting to different models of working
Day-to-day functions and systems