Welcome

Learning Set 5

Dr Amar Shah, National Improvement Lead for Mental Health

8 March 2022

NATIONAL COLLABORATING CENTRE FOR MENTAL HEALTH

RCPSYCH Enjoying work

#EnjoyingWork

Housekeeping

- Please mute your microphone unless you are speaking.

- Please make use of the chat function to introduce yourself to the group, ask questions or leave a comment!

- If you experience any technical difficulties, please email enjoyingwork@rcpsych.ac.uk.

- All presentation slides and recordings will be made available on the RCPsych Enjoying Work page shortly after today's event.

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Today's agenda

10:00 – 10:15	Welcome	Amar Shah National Improvement Lead for Mental Health
10:15 – 10:35	Enjoying Work: The Journey of RCPsych Training and Workforce Team	Hayley Shaw Project Lead
10:35 – 10:55	Long Term Neurological Conditions Team – Sheffield Health and Social Care Trust	Mark Adams Project Lead
10:55 – 11:05	Break	
11:05 – 11:25	How to embed QI into your everyday work Panel Discussion	QI Coaches
11:25 – 11:55	Lateral Thinking Activity	Matt Milarski QI Coach, NCCMH
11:55 – 12:00	Feedback & Close	Emily Cannon Head of QI, NCCMH

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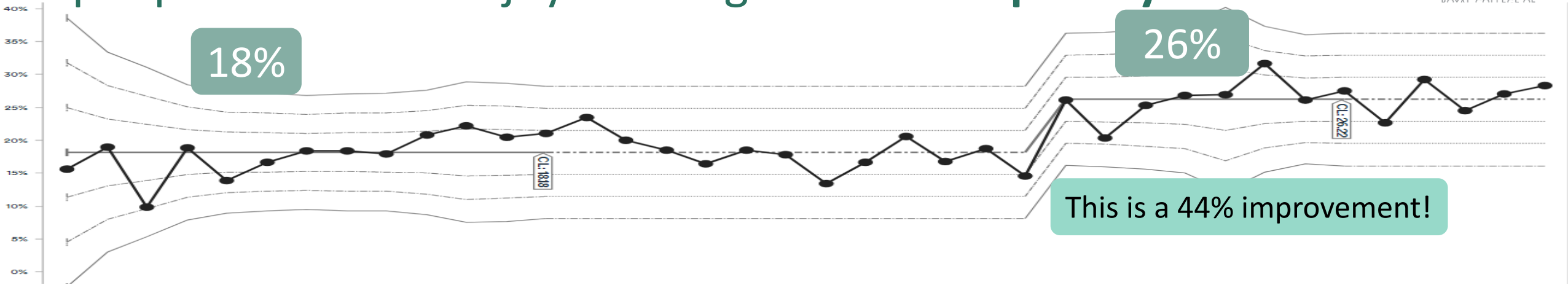# Enjoying Work Collaborative

Data from the whole collaborative
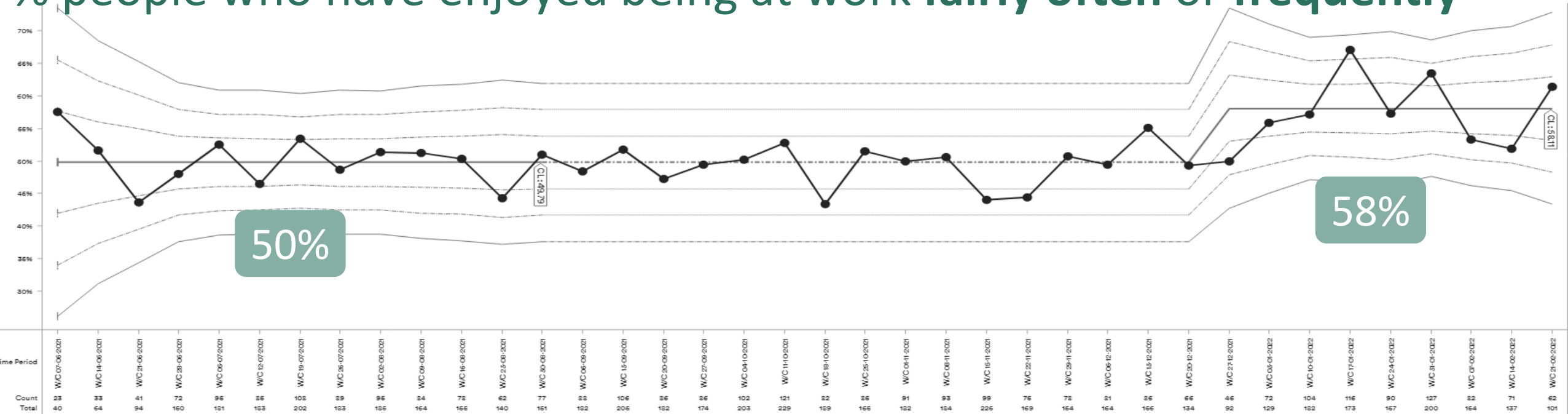
June 2021 – February 2022

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Enjoyment at work

% people who have enjoyed being at work **frequently**

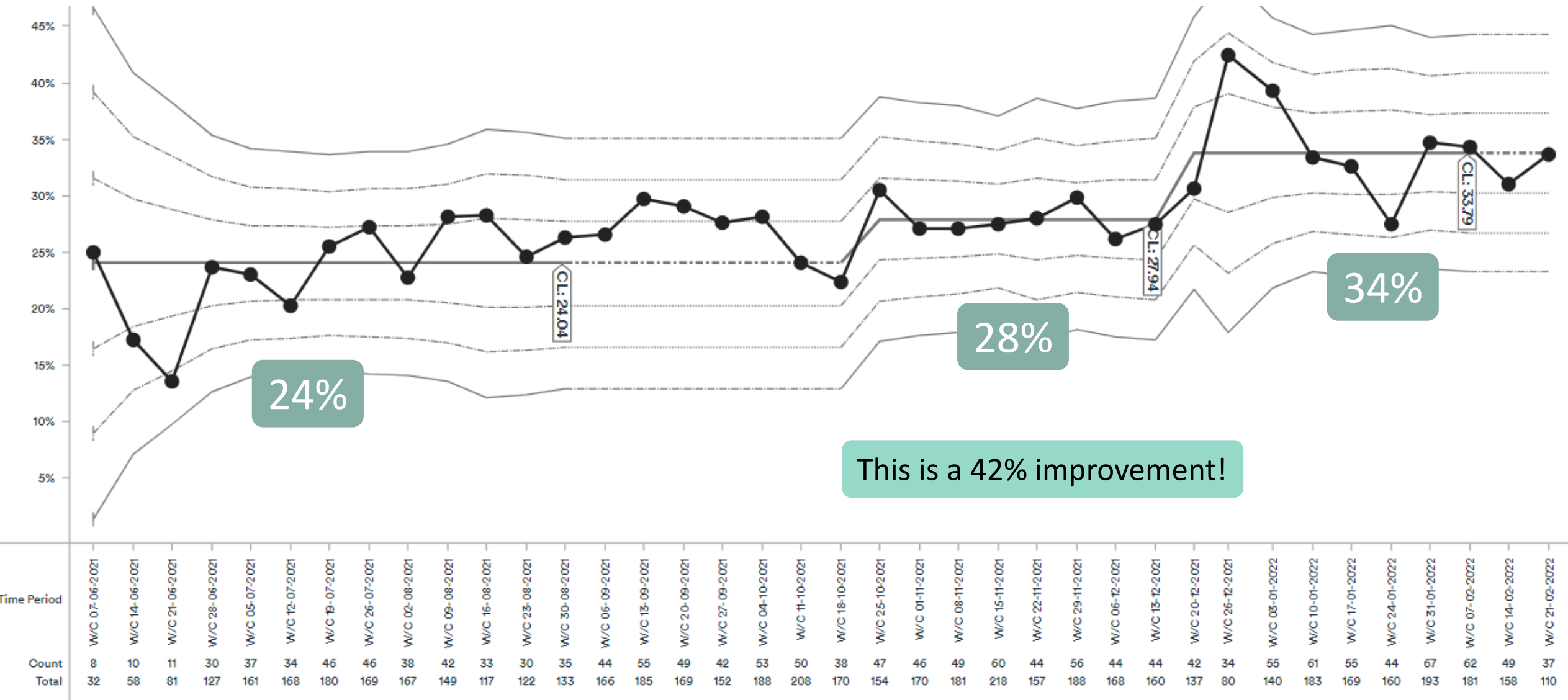
18%

26%

This is a 44% improvement!

% people who have enjoyed being at work **fairly often** or **frequently**
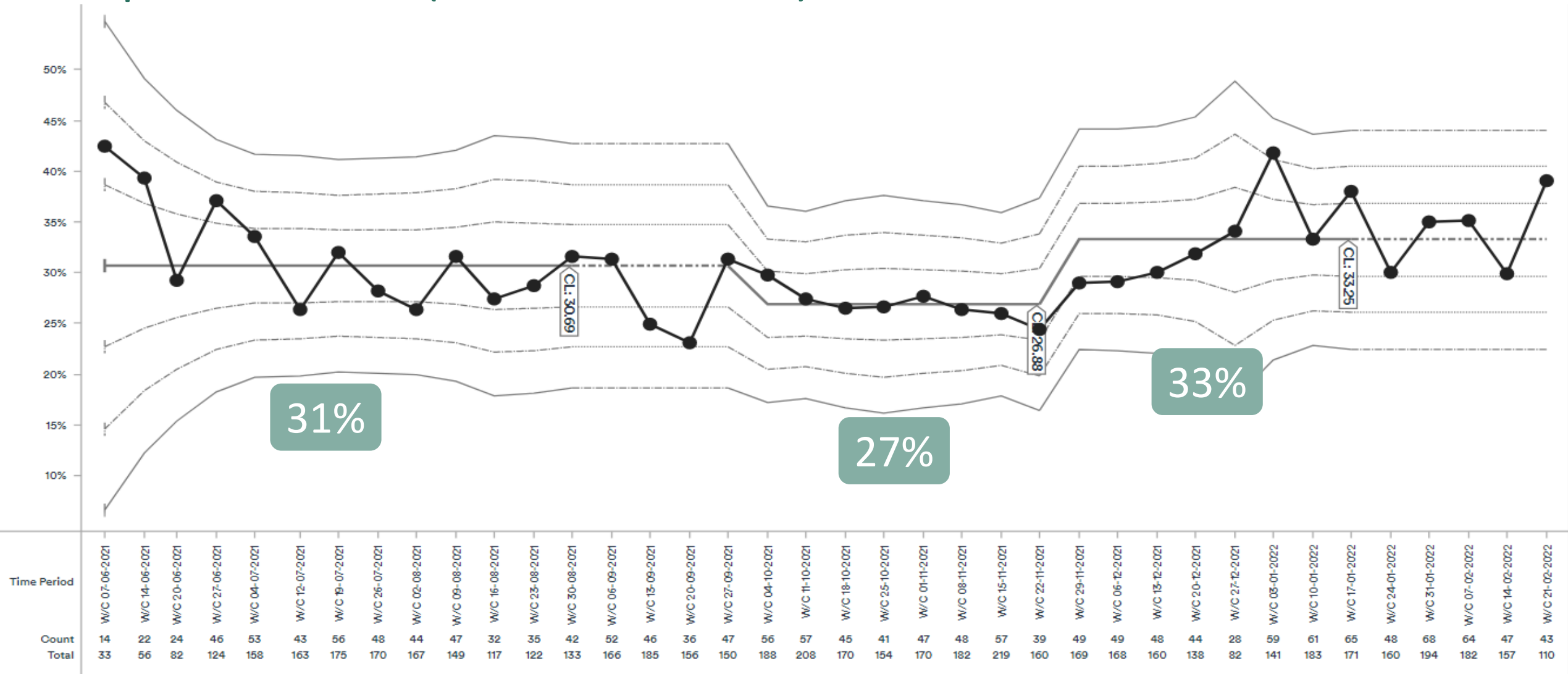

50%

58%

Feelings of burnout
% people who experience **no symptoms of burnout**

Recommending team as a place to work

% people who are **extremely likely** to recommend their team as a place to work (9 or 10 out of 10)

Time Period	W/C 07-06-2021	W/C 14-06-2021	W/C 20-06-2021	W/C 27-06-2021	W/C 04-07-2021	W/C 12-07-2021	W/C 19-07-2021	W/C 26-07-2021	W/C 02-08-2021	W/C 09-08-2021	W/C 16-08-2021	W/C 23-08-2021	W/C 30-08-2021	W/C 06-09-2021	W/C 13-09-2021	W/C 20-09-2021	W/C 27-09-2021	W/C 04-10-2021	W/C 11-10-2021	W/C 18-10-2021	W/C 25-10-2021	W/C 01-11-2021	W/C 08-11-2021	W/C 15-11-2021	W/C 22-11-2021	W/C 29-11-2021	W/C 06-12-2021	W/C 13-12-2021	W/C 20-12-2021	W/C 27-12-2021	W/C 03-01-2022	W/C 10-01-2022	W/C 17-01-2022	W/C 24-01-2022	W/C 31-01-2022	W/C 07-02-2022	W/C 14-02-2022	W/C 21-02-2022
Count	14	22	24	46	53	43	56	48	44	47	32	35	42	52	46	36	47	56	57	45	41	47	48	57	39	49	49	48	44	28	59	61	65	48	68	64	47	43
Total	33	56	82	124	158	163	175	170	167	149	117	122	133	166	185	156	150	188	208	170	154	170	182	219	160	169	168	160	138	82	141	183	171	160	194	182	157	110

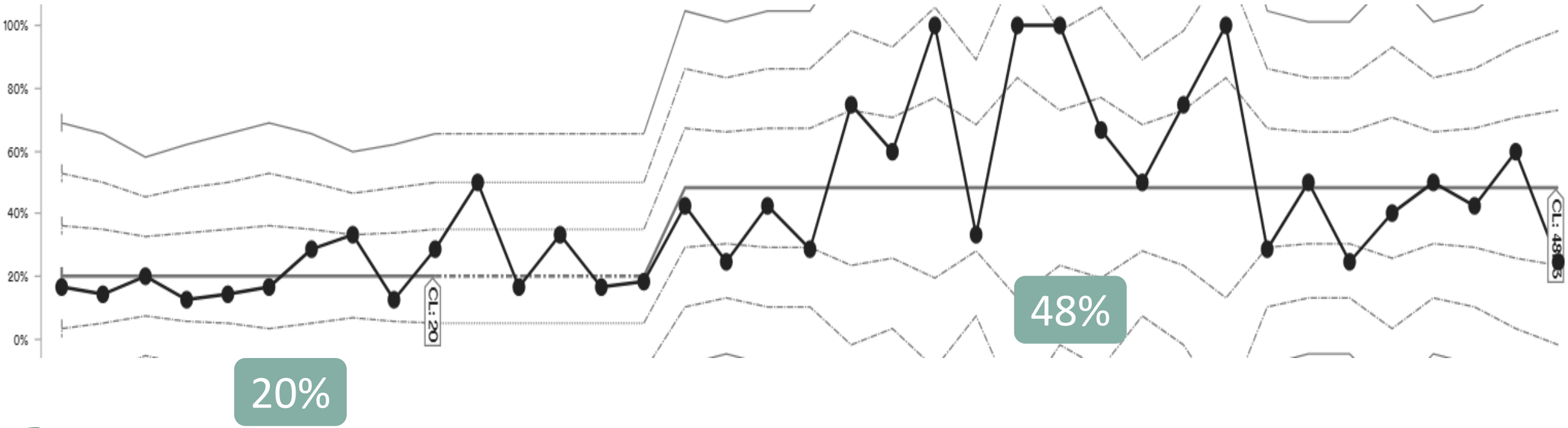# Enjoying Work Collaborative

Data from individual teams

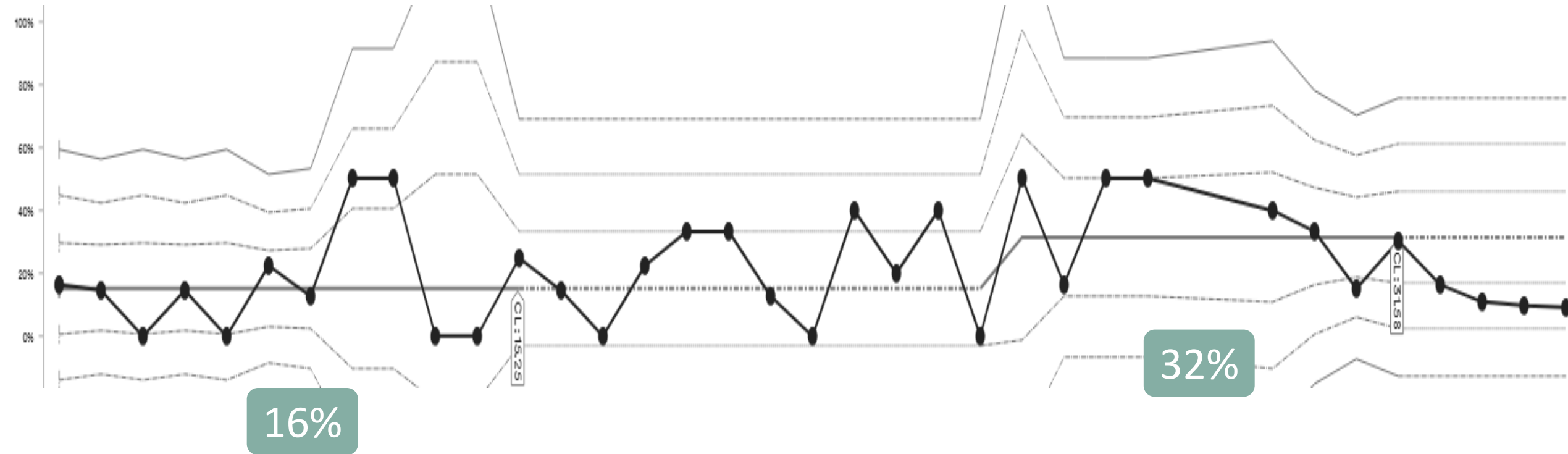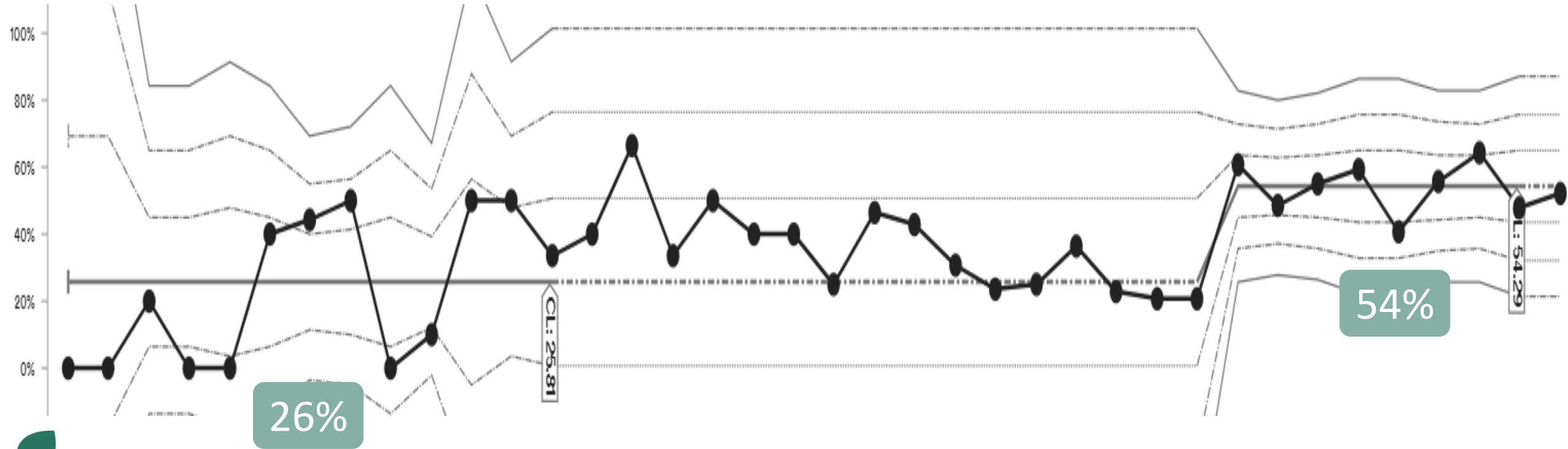June 2021 – February 2022

Psychology Cygnet South – % people who have enjoyed being at work frequently

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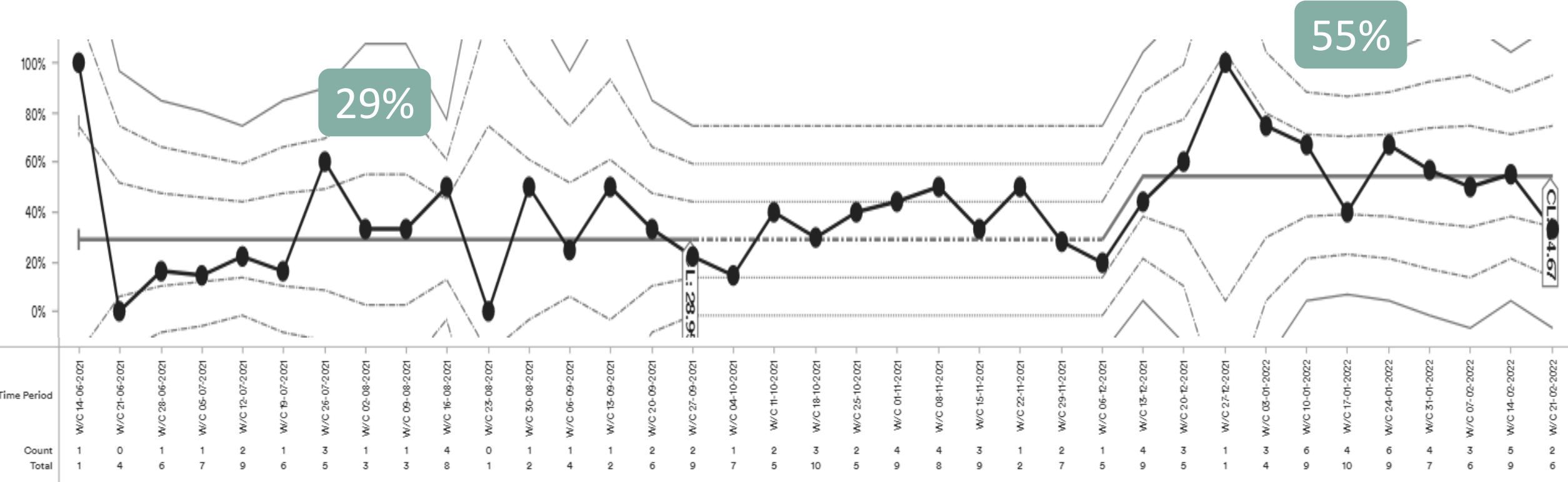
RCPsych Training & Workforce – % with no burnout
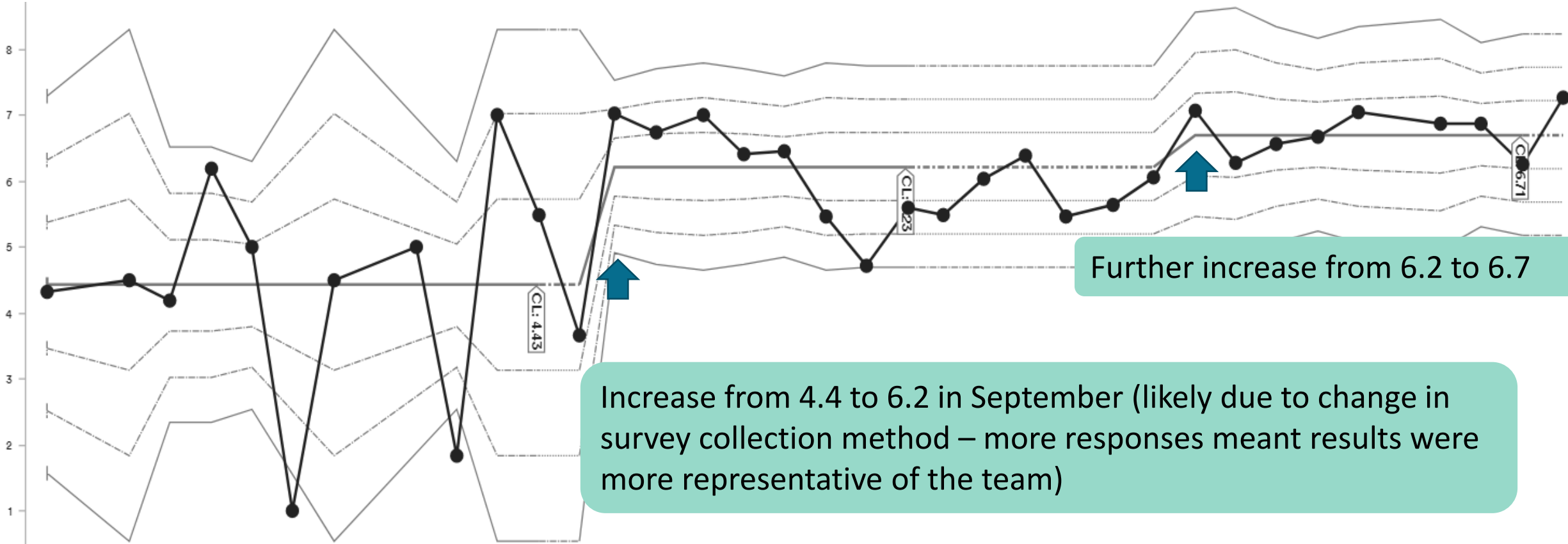

CL:15.25

CL:31.58

16%

32%

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London Spinal Cord Injury Centre (Royal National Orthopaedic Hospital NHS Trust) - % with no burnout

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HEE Corporate Communications - % with no burnout

Isle of Wight Community Health Service - Average recommendation of the team as a place to work (out of 10)

Further increase from 6.2 to 6.7

Increase from 4.4 to 6.2 in September (likely due to change in survey collection method – more responses meant results were more representative of the team)

CL: 4.43

CL: 6.23

CL: 6.71

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Which celebrity would you most like to join your project team and why?

Thank you for joining!

- Attendees are currently in breakout rooms for a few minutes, answering the question:

  "Which celebrity would you most like to join your project team and why?"

- The programme will resume shortly, please wait

- If you experience any technical difficulties, please email enjoyingwork@rcpsych.ac.uk.
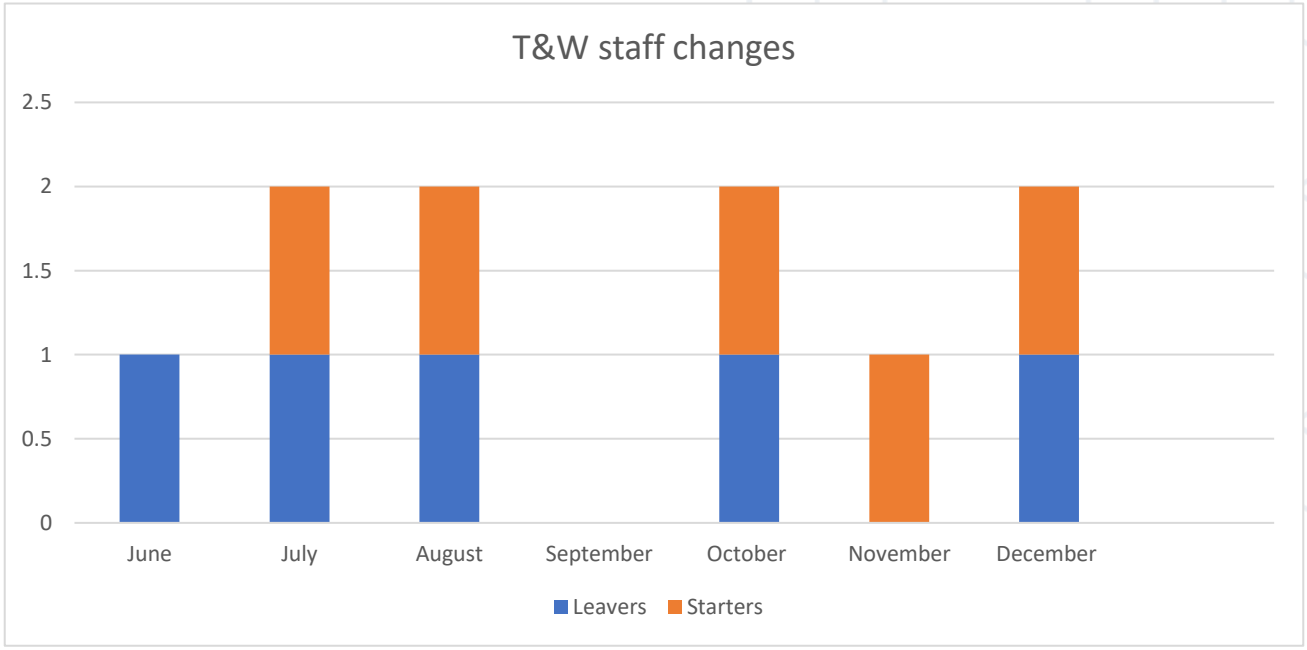
Enjoying Work: The Journey of RCPsych Training and Workforce Team

Hayley Shaw and Patricia Akullo

The Training and Workforce Team

- Quality assurance of training
- On-going support for psychiatrists, allied professions and future doctors at all stages in their career.

Getting Started- Appreciative Enquiry

- What matters to you?

- What was a memorable day at work for you?

- What components made it a good day?

Getting Started-Change Ideas

- Theme around **feeling appreciated**
- **Brainstorm** of Change Ideas
- **Voting** on Change Ideas
- Change ideas identified : SNAP CUP & Team updates

Change idea One: SNAP CUP

SNAP CUP Examples

I want to thank Clare for managing the careers work on her own without drama while waiting for our fabulous new coordinators to start- she kept things going and kept calm under pressure!

I'd like to submit a snap for Kathryn for being so consistently kind and wise. She is always ready to help out or give great advice to her team, no matter how big or small the issue.

Thank you Nikki for your words of praise and encouragement. They really boosted my morale.

SNAP CUP: Team Feedback

*It **motivates** you to do better knowing that your **input is being seen and appreciated**. If initiatives like this could be made standard practice in all professional settings, **productivity** would significantly improve*

SNAP CUP: Team Feedback

*I really like the snap cup, I think it's a bit of **lighthearted joy** and ...it's allowing people to give anonymous shout outs with no pressure. I definitely think it **sets the scene for new starters** and creates an **atmosphere of support***.

Improve Well Survey-a sticky start

- Initially low response rates

- Reminders in team chat

- Shared calendar invite

- Understanding barriers

- **High completion rates**

Enjoyment at work

In the past week at work, how often have you enjoyed being at work? Please select one of the following*
- ○ Not at all
- ○ Hardly at all
- ○ A few times
- ○ Fairly often
- ○ Frequently

Feelings of burnout

Using your own definition of "burnout", please select one of the options 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

Recommending as a place to work

How likely are you to recommend your team as a place to work? Please select one of the following*
- ○ 0 (not at all likely)
- ○ 1
- ○ 2
- ○ 3
- ○ 4
- ○ 5
- ○ 6
- ○ 7
- ○ 8
- ○ 9
- ○ 10 (extremely likely)

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ROYAL COLLEGE OF PSYCHIATRISTS

Future Aims

- Maintain engagement with Improve Well Survey
- Continue running Snap Cup and other change ideas
- Project team to plan for next steps after collaborative
- Analyse data with support of our QI coach Ros Warby

The Project Team

- Nikki Cochrane

- Clare Wynn-Mackenzie

- Elaine Gould

- Patricia Akullo

Your Questions

Overview of LTNC service

3 clinical teams.

1 administrative and referral management team.

A community multi-disciplinary service, designed to meet the needs of adults living with the challenges of a LTNC. The core purpose is to enable people to reach their potential to lead a full life in their community.

▶Staff engagement

Development of working group, health and well being group already existed with representation from the 3 clinical teams and the administrative team .

Set days and times for meeting utilisation of MS teams helped, challenges of attending and flexibility re attending. Initially every 2 weeks but moved to weekly to maximise momentum with the work.

Development of areas for change identified by the working group, shared with the team for additional ideas and use of a consensus method with the team to prioritise what the working group were tasked with implementing on behalf of the team.

Staff frustration with the improvement work as belief that the work being done as part of enjoyment at work is tinkering at the edges of what will improve their enjoyment at work and not the key issues that are related to organisational infrastructure such as IT systems, EPR support , staffing establishments and recruiting into vacancies

Team autonomy and diversity

Change ideas not one size fits all, each of the team's autonomy to implement ideas in a way that might best work for them. Consultation within teams on how best to implement.

Flexibility around the size of the test of change

Pilots were a mixture of all staff having the opportunity to participate in some pilots and others limited staff influenced by the financial implications of implementation. E.g walking meetings and increase mobile phone data allowance and standing desks

Evaluating the impact of change

Outcome measures used guided by the working group, with opportunity for teams to have some autonomy about what data is collected

Challenges of data collection/engagement in change ideas. Time, prioritisation. Frustration and cynicism about the enjoyment at work having a positive impact. Responsibility on the organisation for staff enjoyment at work and not their responsibility.

Working group making data collection as easy as possible, difficulty in identifying easy methods of data capture and data that has some validity.

Communication between working group and staff important in engagement and data collection. Helped that a rep from each team on the working group and a link with each team. This was made harder during the pandemic with staff working remotely. Advertising new initiatives with staff and encouraging data and feedback to help evaluation of the change.

Staff feedback on flexibility with working outside core hours

ImproveWell App survey
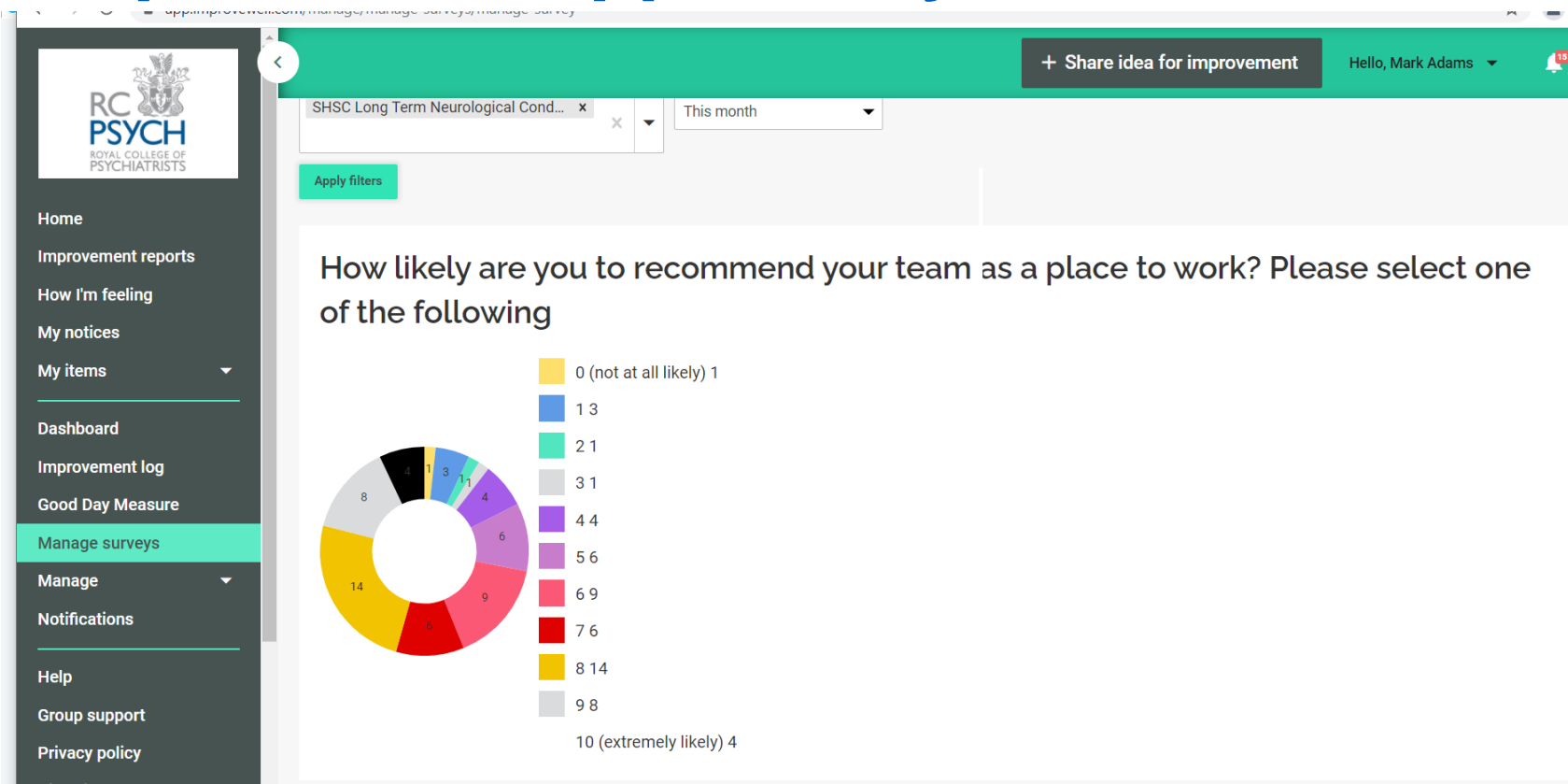
Influencing factors outside the control of the team

Support from sponsor in overcoming issue of budget restrictions on trying out standing desks.

Pandemic, staff stressful life event impact on engagement and participation in the work. Move to remote working and increased pressures on bottlenecks within care pathway and clinical capacity all impacted on engagement.

Most of the change ideas initially identified have either been implemented as a pilot or identified as not being possible to implement , which has been affected by pandemic restrictions.

Changes piloted and progress

Enjoyment at work initiatives:

- Flexi working
- walking meetings
- standing desks
- MS teams social communication channel
- Green Spaces development
- welcoming new recruits and building a team

Starting the process of reviewing data evaluating the impact of pilot change ideas and making recommendations for adopt, adapt or abolish the initiative. This has now been completed for our first change idea, Flexi working. Plans to repeat with the other initiatives
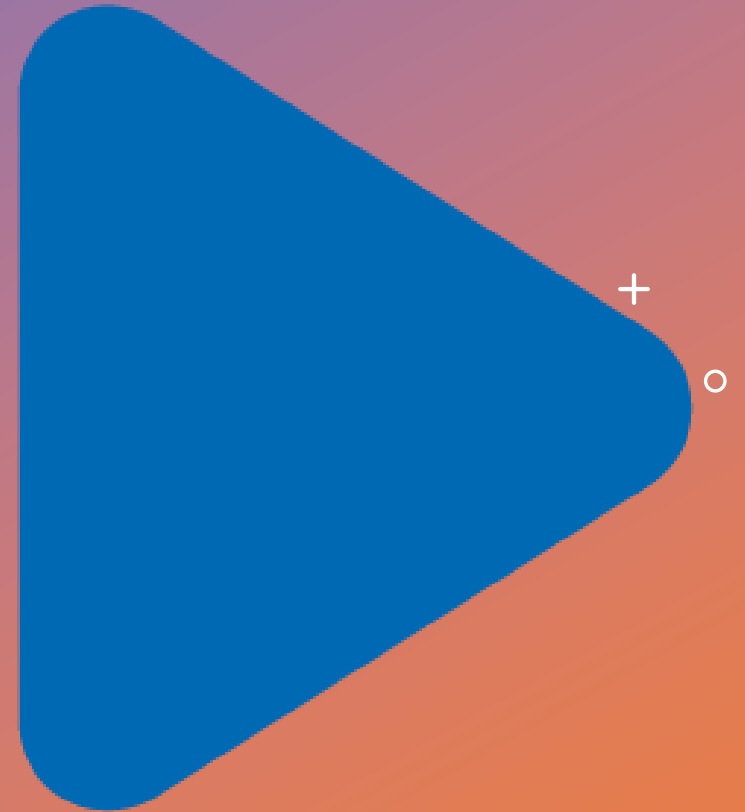
The collaborative legacy

Health and well being group core to the collaborative working group, plans for this group to continue beyond the collaborative and to continue to use the methodology used within the collaborative to inform it's work on behalf of the service to improve the staff enjoyment at work.

The group will reduce the frequency that it meets and have at least an annual session with the team identifying potential areas for improvement and prioritising what the enjoyment at work group are tasked with implementing.

Opportunity to communicate the work being done by this group via weekly newsletter, service and team governance meetings, MS teams social channel and whole team half day events.

Updates to senior managers and requests for support with improving staff health and well being at quarterly performance reviews.

Sharing what we have learned within the organisation.

Proud to care in Sheffield

Any Questions?

Break

Q↑

10 minutes

We'd like to encourage you to use the break
to do something that will bring you joy!

1. Have you already noticed changes in your team culture?

2. Where do you want to be in 6 months time?

3. What can be done to remove barriers to continuing QI work after the collaborative?

On your own for 1 minute answer the following question and make a list of:

How can I reliably make sure that any progress from our enjoying work project STOPS when the collaborative ends?

Then you will be moved into small breakout groups for 7 minutes to share and discuss your answers.

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STEP 1

On your own for 1 minute answer the following question and make a list of:

How can I reliably make sure that any progress from our enjoying work project STOPS when the collaborative ends?

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STEP 2

On your own for 1 minute create a second list of anything:

I/We are doing that resembles any of the items from our list from step 1.

• Be honest!

Then in your small group talk about the impact of the items on your lists (7 minutes).

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STEP 3

On your own for 1 minute for each item on your list that needs to be stopped ask:

How am I/we going to stop these things from happening? What is my/our first action?

In your small group (7 minutes):
- Decide on as concrete an action as you can for each item on your list
- Who else do you need to involve?

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Please share your feedback on today's Learning Set via this link.

Close

Emily Cannon

Head of QI, NCCMH