Thank you for joining today's event, which will start at 14:00

There is still time to add to our Enjoying Work playlist.
While you are waiting, please add a song that brings you joy to the chat and
we will add it to the playlist and share a link following todays event.

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

RC PSYCH
ROYAL COLLEGE OF PSYCHIATRISTS

NATIONAL COLLABORATING CENTRE FOR MENTAL HEALTH

RCPSYCH
Enjoying work
#EnjoyingWork

Welcome

Learning Set 6

Dr Amar Shah, National Improvement Lead for Mental Health

10 May 2022

NATIONAL COLLABORATING CENTRE FOR MENTAL HEALTH

RCPSYCH Enjoying work

#EnjoyingWork

Today's agenda

14:00 – 14:10	Welcome and introduction	Amar Shah National Improvement Lead for Mental Health
14:10 – 14:40	Compassionate cultures for compassionate care	Professor Michael West CBE
14:40 – 14:50	End of programme theory of change	QI Coaches
14:50 – 15:00	Break	
15:00 – 15:20	Q+A session with the coaches	Tom Ayers
15:20 – 15:30	Celebrating your achievements	QI Coaches
15:30 – 15:50	Reflecting on the collaborative	QI Coaches
15:50 - 16:00	Summary and close	Emily Cannon Head of QI, NCCMH

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Enjoying work

Housekeeping

- Please mute your microphone unless you are speaking.

- Please make use of the chat function to introduce yourself to the group. If you would like to ask a question or leave a comment, please use the chat or raise hand function within the meeting.

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

- The session will be recorded and shared on our website. If following today's event, you do not wish to be identified, please contact us on the email below.

- We will be live tweeting this event from @NCCMentalHealth! Please find and follow us on Twitter or search for #EnjoyingWork.

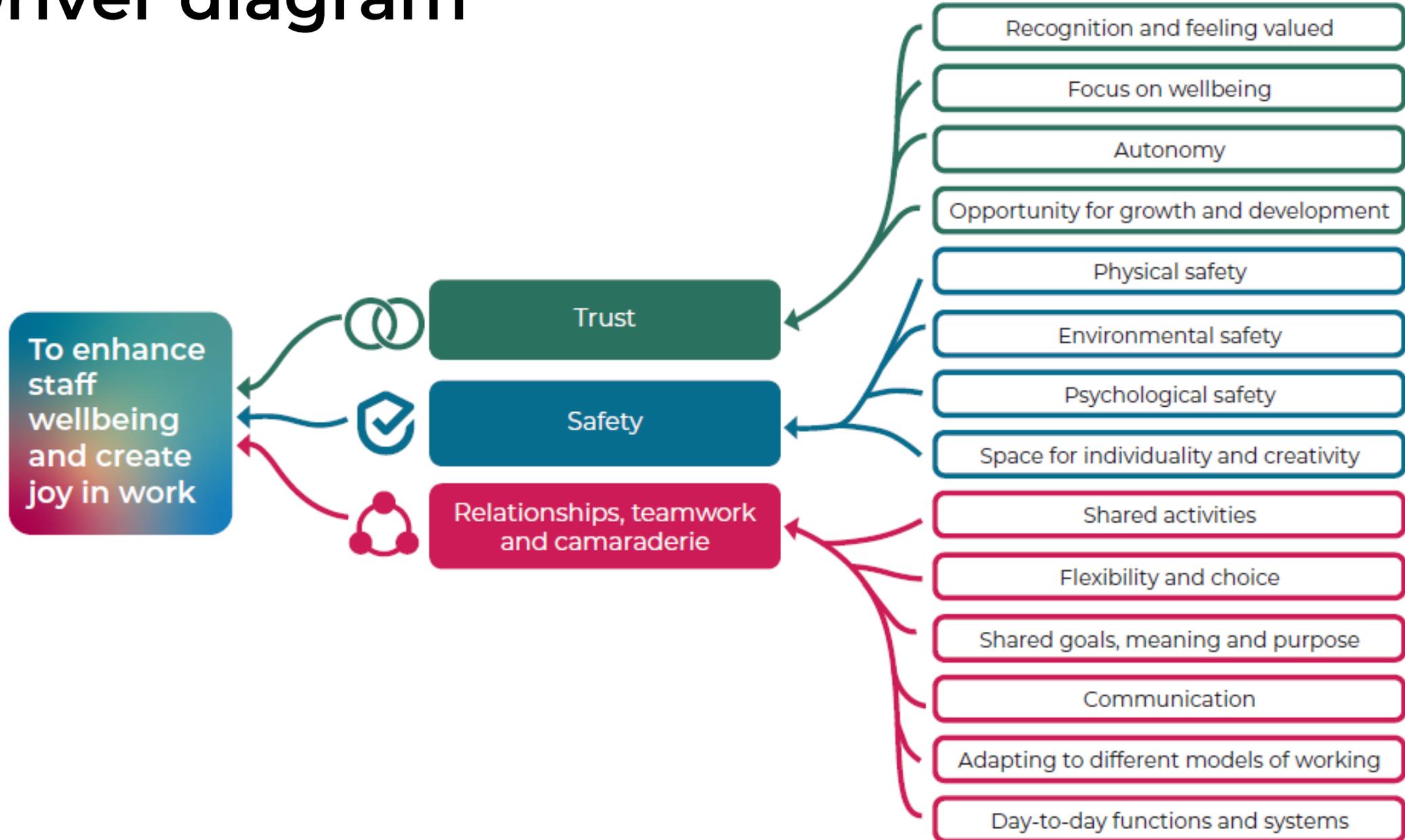#EnjoyingWork

Our aim

To enhance staff wellbeing and create joy in work

Aim
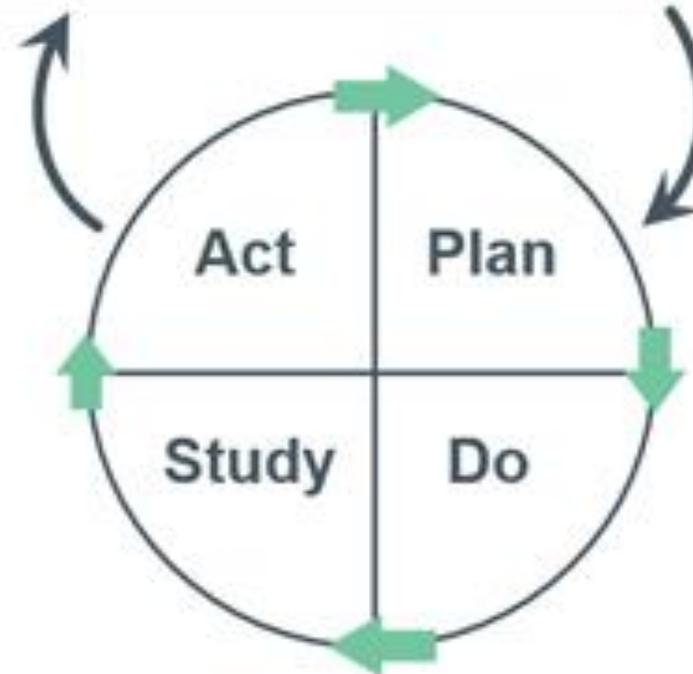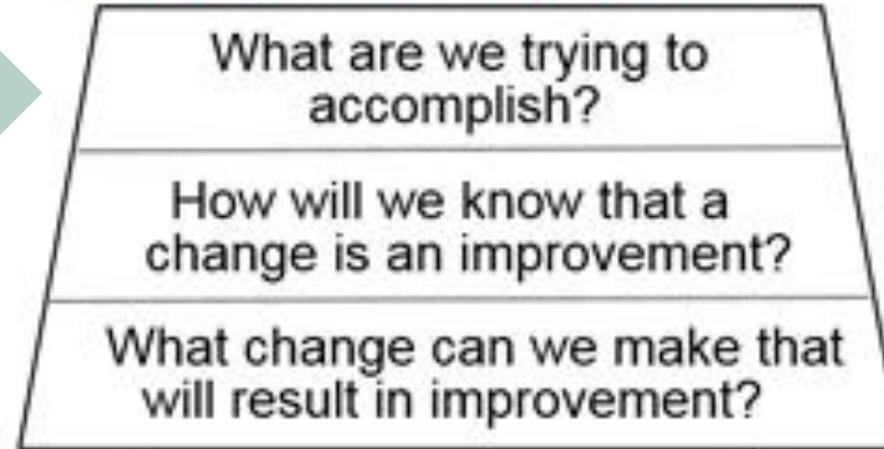
Driver diagram

Measurement Plan

Weekly data collection via the ImproveWell app to measure:

Joy in work (weekly)

➢ The percentage of people in the team who have enjoyed being at work on a frequent basis each week

Burnout (weekly)

➢ The percentage of people in the team who experience no symptoms of burnout

Recommending your team as a place to work (weekly)

➢ The percentage of people in the team who are extremely likely to recommend their service/team as a place to work

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Data from the whole collaborative

June 2021 – May 2022

NATIONAL COLLABORATING CENTRE FOR MENTAL HEALTH

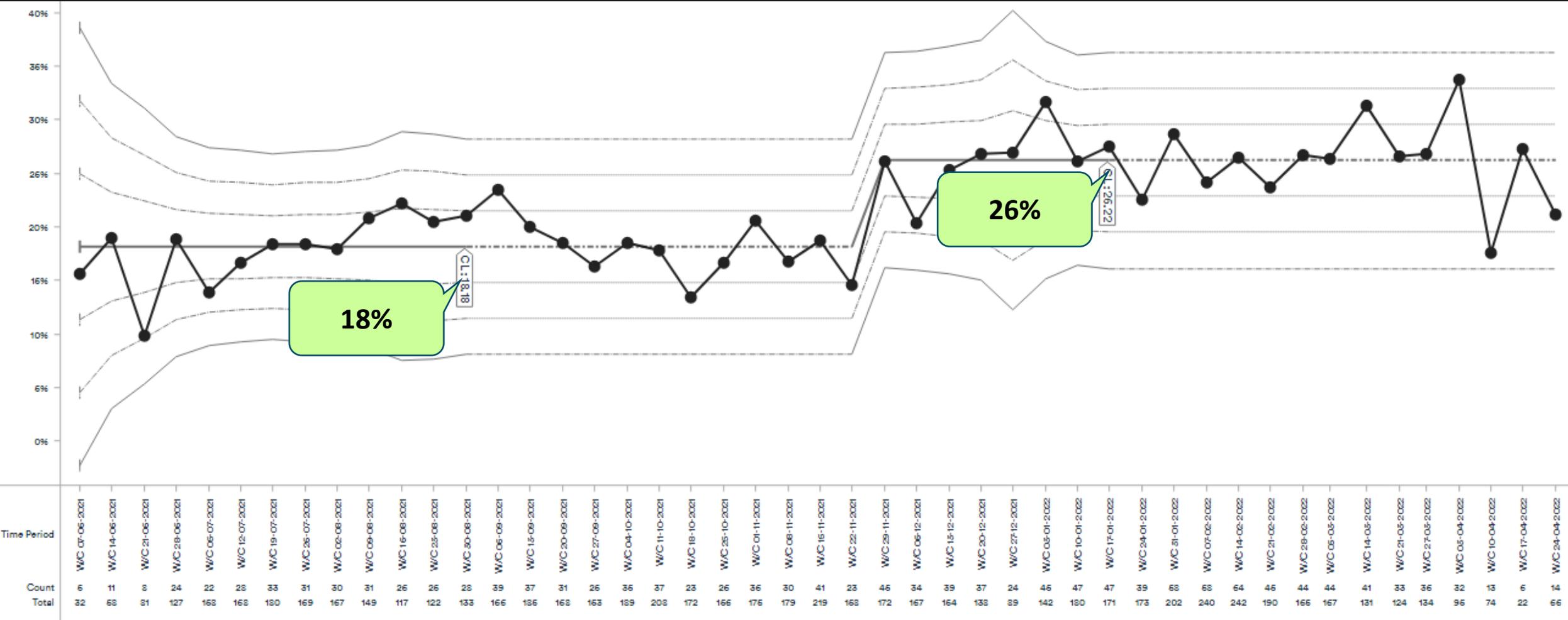RCPSYCH
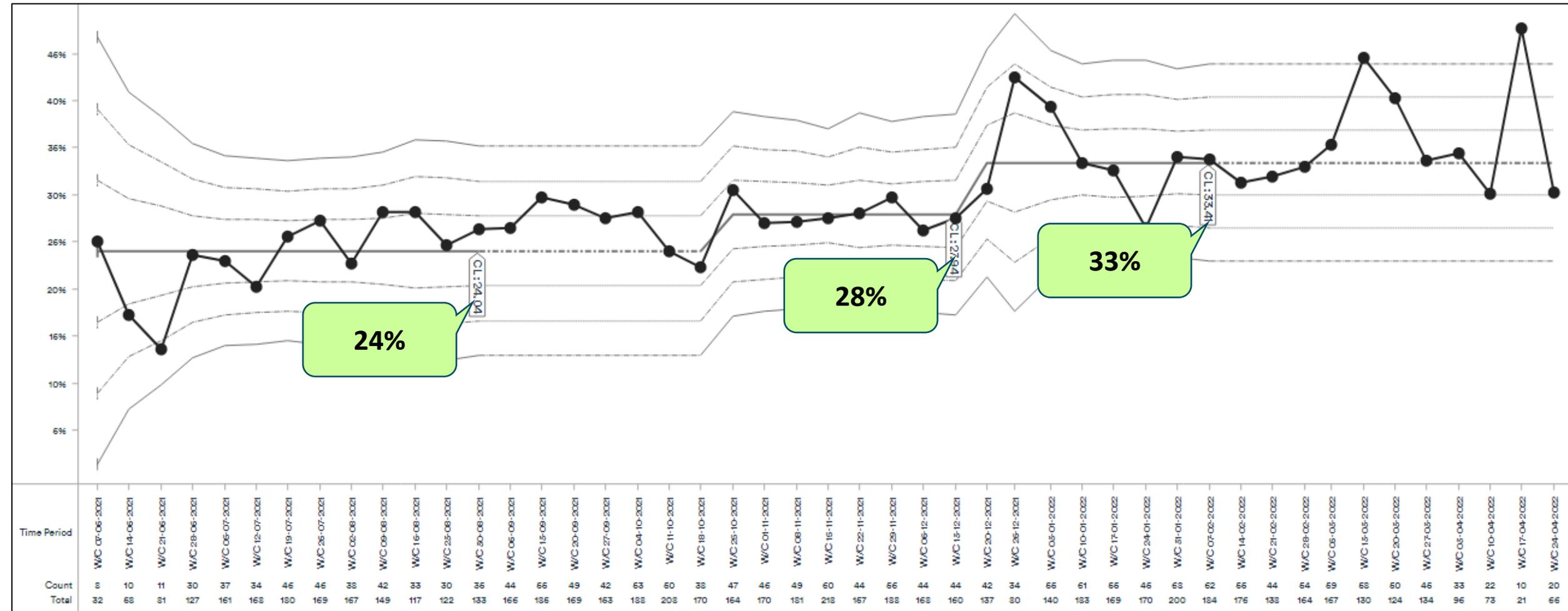ROYAL COLLEGE OF PSYCHIATRISTS

RCPSYCH
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#EnjoyingWork

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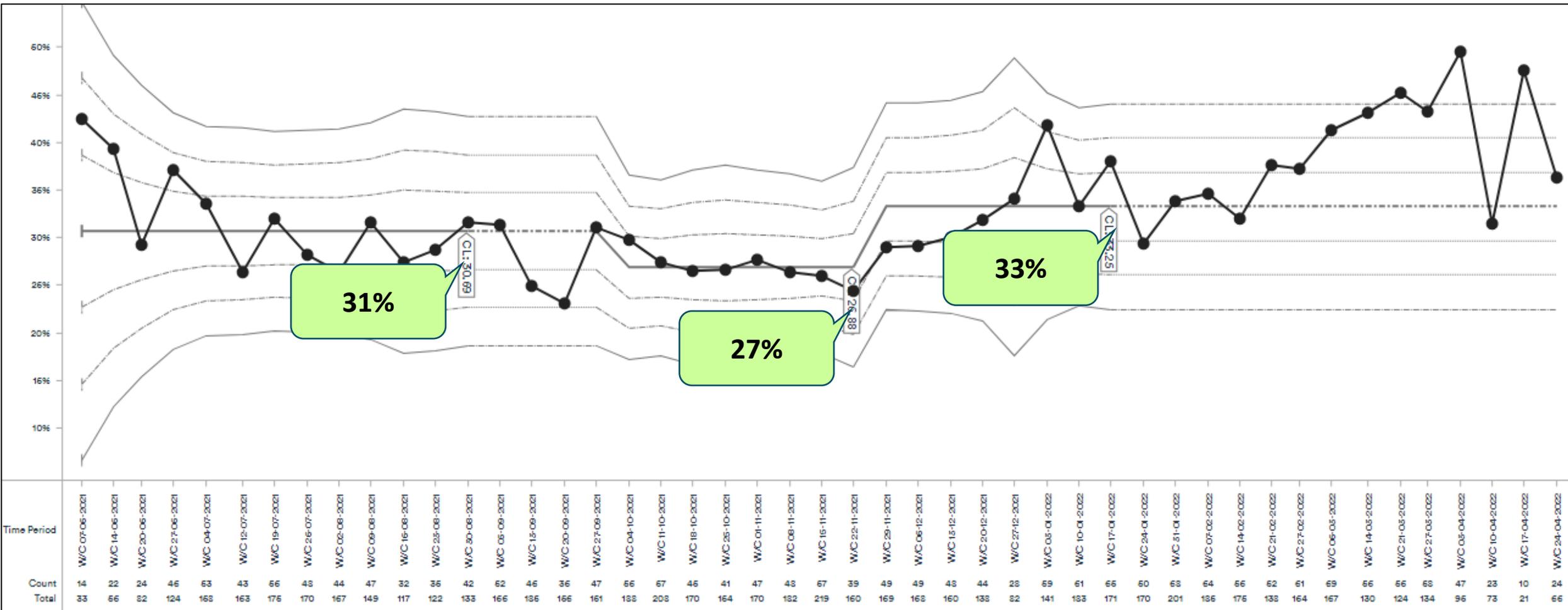## % people who have enjoyed being at work **frequently**

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)

Data from pre and post-collaborative surveys

Mini-Z Burnout Survey

Overall, I am satisfied with my current job (1 = strongly disagree, 5 = strongly agree)	3.65	3.77
I feel a great deal of stress because of my job (1 = strongly disagree, 5 = strongly agree)	**3.13**	**2.85**
Burnout (1 = severe burnout, 5 = no burnout)	3.80	3.87
My control over my work is (1 = poor, 5 = optimal)	3.34	3.48
Sufficiency of time for documentation is (1 = poor, 5 = optimal)	2.81	2.90
The atmosphere in my primary work area is (1 = calm, 5 = hectic/chaotic)	**3.05**	**2.82**
My professional values are well aligned with those of my department leaders (1 = strongly disagree, 5 = strongly agree)	3.87	3.91
The degree to which my team works efficiently is (1 = poor, 5 = optimal)	3.62	3.62
The amount of time I spend on work digital systems OUTSIDE of my work time is (1 = excessive, 5 = minimal)	3.52	3.60
My proficiency with the digital systems I use in my job is (1 = poor, 5 = optimal)	3.66	3.77

Gallup 12 survey (1 = strongly disagree, 5 = strongly agree)

Do you know what is expected of you at work?	4.21	4.19
Do you have the materials and equipment to do your work right?	3.87	4.01
At work, do you have the opportunity to do what you do best every day?	3.42	3.56
In the last seven days, have you received recognition or praise for doing good work?	3.27	3.43
Does your supervisor, or someone at work, seem to care about you as a person?	4.16	4.16
Is there someone at work who encourages your development?	3.84	3.94
My professional values are well aligned with those of my department leaders	3.87	3.91

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Gallup 12 survey (1 = strongly disagree, 5 = strongly agree)

At work, do your opinions seem to count?	3.71	3.81
Does the mission/purpose of your organisation make you feel your job is important?	3.66	3.78
My proficiency with the digital systems I use in my job is (1 = poor, 5 = optimal)	3.66	3.77
Are your colleagues committed to doing quality work?	4.16	4.22
Do you have a best friend at work?	3.00	3.02
In the last six months, has someone at work talked to you about your progress?	3.80	3.91
In the last year, have you had opportunities to learn and grow?	**3.78**	**4.01**

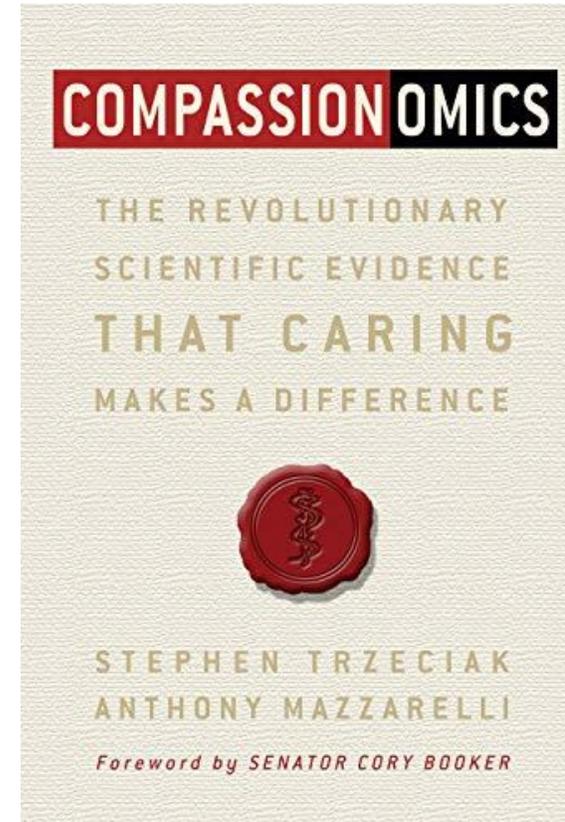*Compassionate Cultures for Compassionate Care*

Michael West CBE

The pressures

- Vacancies in health care and global competition
- Increasing and unsustainably high levels staff stress among doctors
- Intention to quit and retention
- Demands on services - Complexity, ageing population, health inequalities
- Need to transform models and systems of integrated health and care - more collective and family power

Compassion in Health and Social Care

- Compassion from anaesthetists vs sedatives – patients calm but not drowsy. 50% lower requirement for opiates post surgery and shorter stay.
- Lung cancer patients randomly assigned to compassionate palliative care survived 30% longer
- Diabetes – optimal blood sugar control 80% higher; 41% lower odds of complications
- HIV patients 33% higher adherence to therapy and 20% lower odds detectable virus;
- 21 RCTs large improvements in service-user depression, anxiety, distress and wellbeing

COMPASSIONOMICS

THE REVOLUTIONARY
SCIENTIFIC EVIDENCE
THAT CARING
MAKES A DIFFERENCE

STEPHEN TRZECIAK
ANTHONY MAZZARELLI

Foreword by SENATOR CORY BOOKER

Compassion in Health and Social Care

- More compassion does not affect encounter length
- Clinician compassion – lower depression, anxiety, distress
- Cost savings - difference of 5.6% between high and low patient satisfaction hospitals
- US GPs: 51% lower medical bill; Canadian GPs: 51% fewer referrals to a specialist; 40% less diagnostic testing.
- Canada RCT of homeless people at A&E; compassion group 33% less likely to return to A&E over next 30 days
- Size of effects greater than effects of aspirin in heart attacks, and of statins in 5-year risk of cardiovascular event

COMPASSIONOMICS

THE REVOLUTIONARY
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Foreword by SENATOR CORY BOOKER
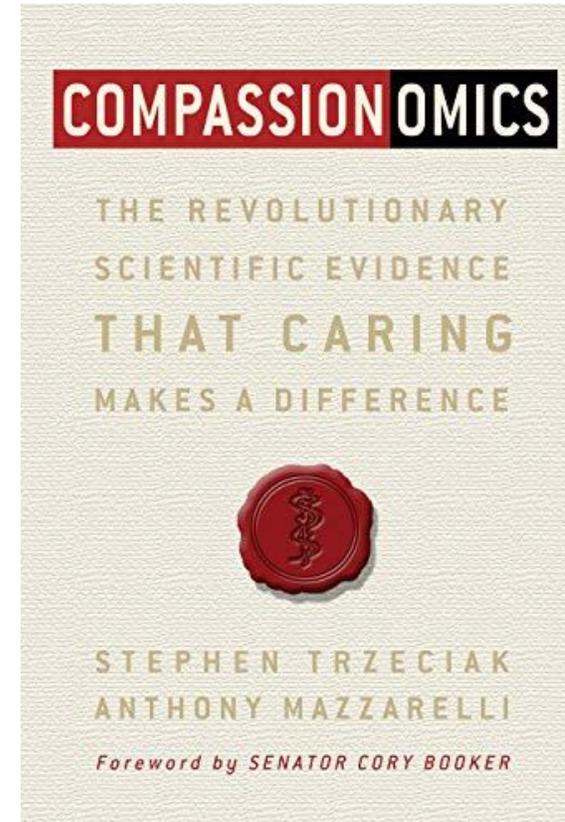
What leaders pay attention to, talk about and model in their own behaviour tells those in the organization what it is they should value.

Compassionate leadership

Compassion

- *Attending:* paying attention to staff – 'listening with fascination'
- *Understanding:* shared understanding of what they face
- *Empathising*
- *Helping:* taking intelligent action to serve or help

West, M. S., & Chowla, R. (2017). Compassionate leadership for compassionate health care. In P. Gilbert (Ed.).*Compassion: concepts, research and applications. London: Routledge*, 237-57.

Compassionate Leadership

Attending Understanding Empathising Helping

Effective Leadership

- *Direction* A clear, shared, inspiring vision and goals
- *Alignment* The efforts of people and teams aligned around the vision and goals
- *Commitment* Developing trust and motivation

Inclusive Leadership

- A shared vision
- Positively valuing difference
- Frequent face to face contact
- Continuous commitment to equality and inclusion
- Clear roles and strong teams

Collective Leadership

- Everyone has leadership responsibility
- Shared leadership in teams
- Interdependent leadership Consistent leadership styles

System Leadership

- Shared vision and values
- Long term objectives
- Frequent face to face contact
- Constructive conflict management
- Mutual support and altruism

https://nhswalesleadershipportal.heiw.wales/

Presence, attention and listening permeating culture

- Vision: Compassion and listening
- Goals: Patient, service user, community and staff experience
- Learning: Identifying and exploring problems and challenges
- Support: Caring for staff, caring for service users
- Equity and inclusion: Including the voice and experience of all
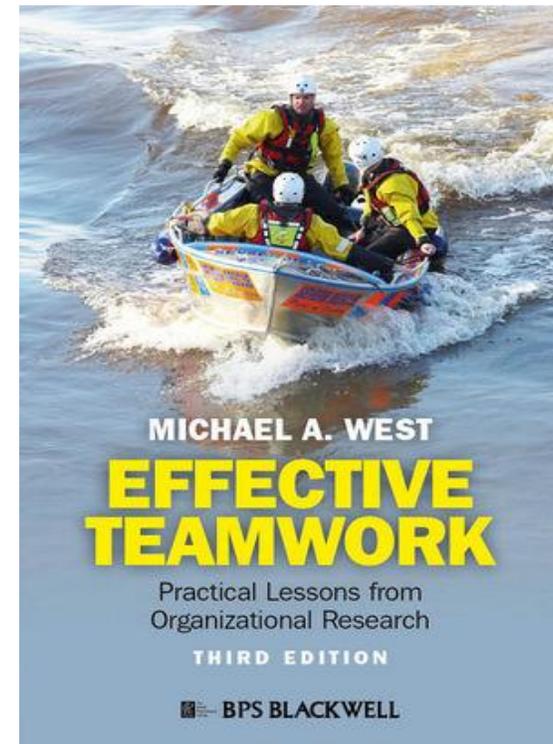- Engaging the wisdom of all within and between teams

https://www.england.nhs.uk/culture/culture-leadership-programme/
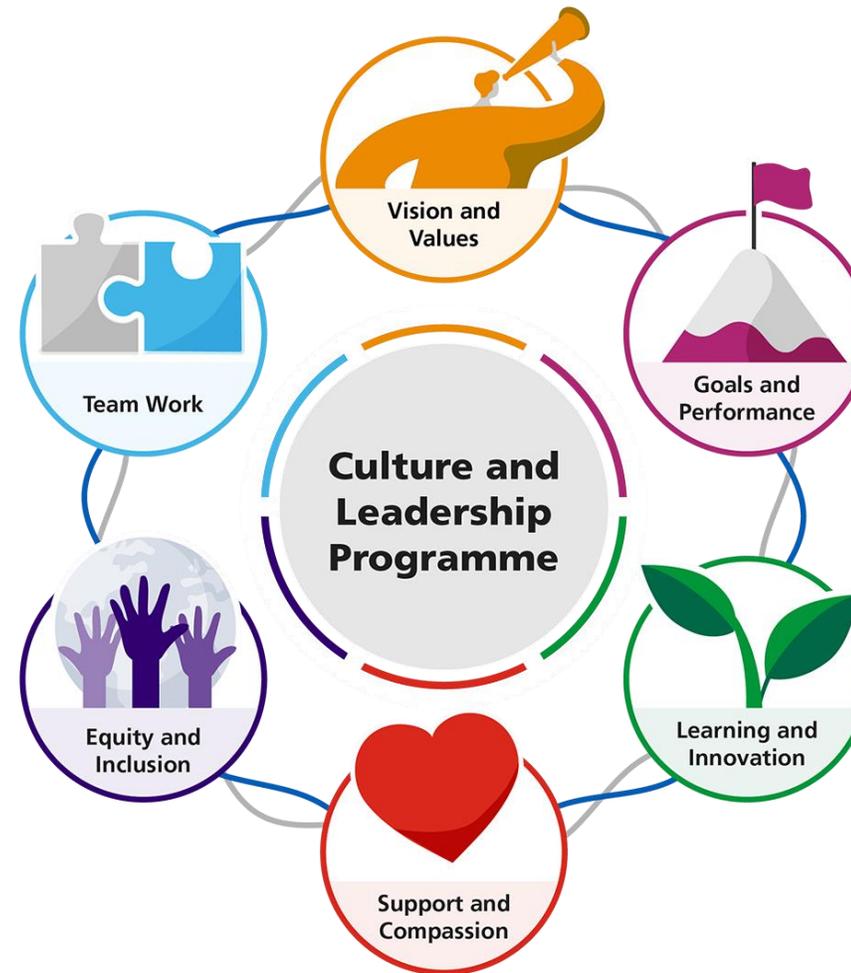
The ABC of Core Needs at Work

Autonomy

The need to have control over one's work life, and to be able to act consistently with one's values

- Authority, empowerment and influence
- Justice and fairness
- Work conditions and working schedules

Belonging

The need to be connected to, cared for by, and caring of colleagues, and to feel valued, respected and supported

- Teamworking
- Culture and leadership

Contribution

The need to experience effectiveness in work and deliver valued outcomes

- Workload
- Management and supervision
- Education, learning and development

The King's Fund>

Effective Teamworking

- Inspiring vision and 4-5 clear goals

- Regular, positive engaging team meetings

- Compassionate, supportive relationships

- Effective communication and discussion

- Absence of chronic or intense conflicts

- Diversity embraced and valued

- Enthusiastic inter-team support and cooperation

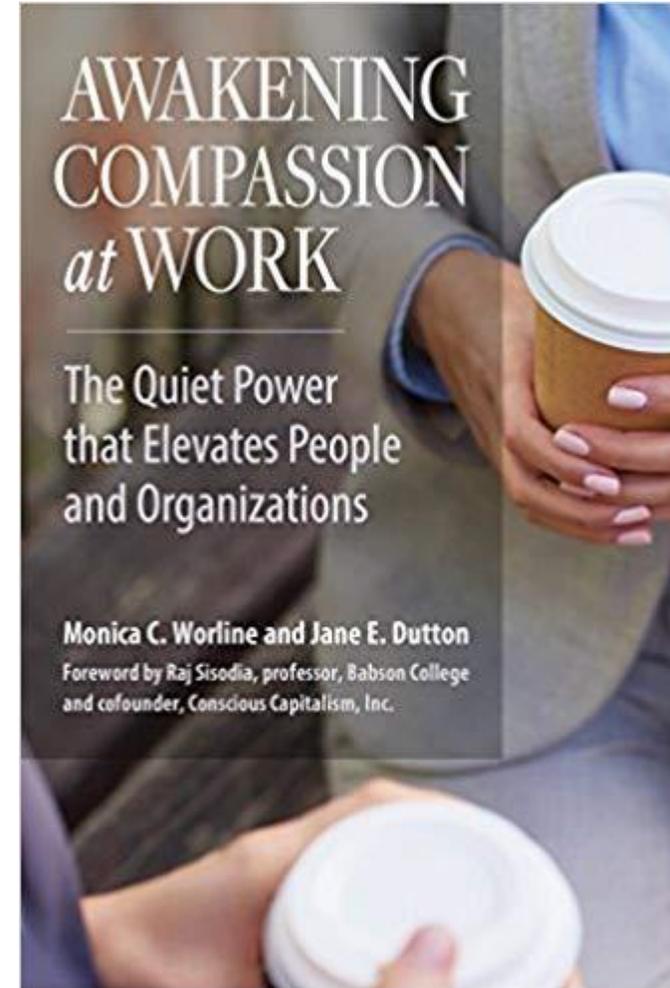- Team learning, improvement and innovation

- Space for reflection

TEAMWORK
because the adults are too busy taking pictures of this cuteness.

MICHAEL A. WEST
EFFECTIVE TEAMWORK
Practical Lessons from Organizational Research
THIRD EDITION
BPS BLACKWELL

Reflection Time

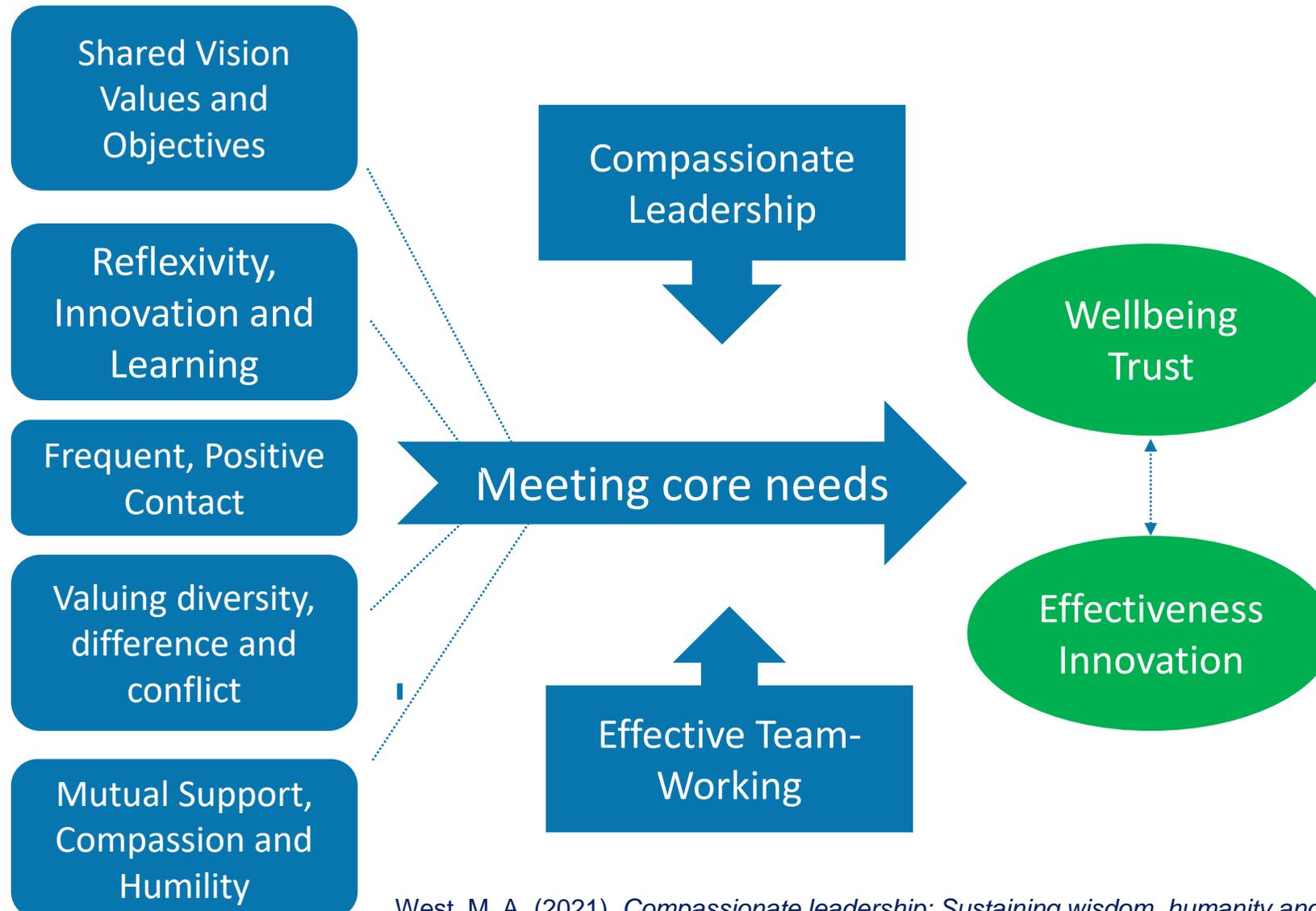**People, teams and organisations are more productive, effective and innovative when they regularly take time out to reflect, learn and adapt.**

Schippers, West & Dawson, 2012, *Journal of Management*
Tannembaum & Cerasoli, 2013, *Human Factors*

Everyone Leading for Compassionate Teamwork

- Noticing suffering at work and inquiring
- Challenging policies oriented to blame
- Being curious - suffering is often masked by missed deadlines, errors or conflicts
- Cultivating the assumption that others are good, capable and like me
- Being present and remaining calm and steady in the face of suffering
- Empathic listening, being present without needing to fix or solve necessarily
- Avoiding legalistic approaches that deny human connection
- Addressing corrosive politics, toxic interactions, underperformance via 'fierce compassion'

AWAKENING COMPASSION at WORK

The Quiet Power that Elevates People and Organizations

Monica C. Worline and Jane E. Dutton

Foreword by Raj Sisodia, professor, Babson College and cofounder, Conscious Capitalism, Inc.

Transformed teams and organizations

West, M. A. (2021). *Compassionate leadership: Sustaining wisdom, humanity and presence in health and social care.* London: HEIW/Swirling Leaf Press.

© m.west

1. Compassion: a universal human value
2. A crisis of leadership in health and social care
3. Compassion in health and social care
4. Compassionate cultures in health and social care
5. Compassionate team leadership and psychological safety
6. Compassionate leadership is effective leadership
7. If it's not inclusive, it's not compassionate leadership
8. Collective leadership
9. Compassionate leadership across boundaries
10. Compassionate leadership and innovation
11. Leadership self-compassion

Activities that aid recovery enable:

Psychological detachment from work
Relaxation
Mastery –achievement from challenging tasks
Control – what to do and when in non-work time.

Some intuitive but empirically supported findings:

Work breaks (e.g., proper lunch breaks without tasks)
Vacations (though effects fade quickly)
Physical activities/exercise

Natural environments
   'Blue' environments – sea, lakes, rivers etc.
   'Green' environments – forests, hills, fields
   Urban green (parks)
   Urban non-green (architectural variety and low building height)

An important 'inverse recovery law':
Those whose work is most stressful are least likely to do these things

Sonnentag, Venz & Casper, (2017). Advances in recovery research: What have we learned? What should be done next? *Journal of Occupational Health Psychology 22*, 365-380.

THE PSYCHOLOGY OF
MEETATION

RESEARCH & PRACTICE

EDITED BY
MICHAEL A. WEST
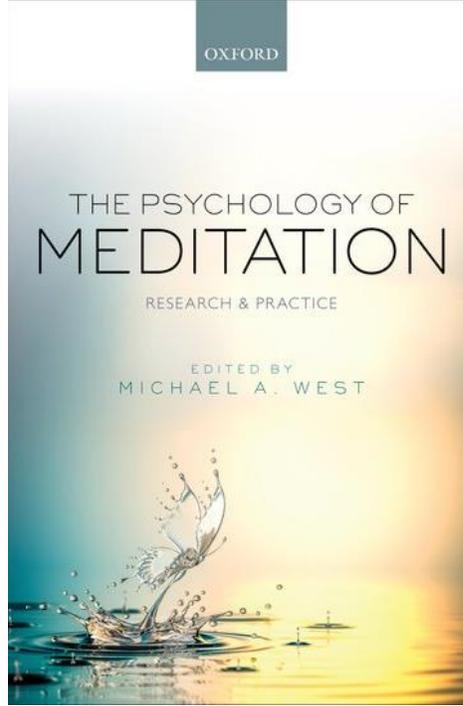
The International Bestseller
'Startling, vital, a life raft' GUARDIAN
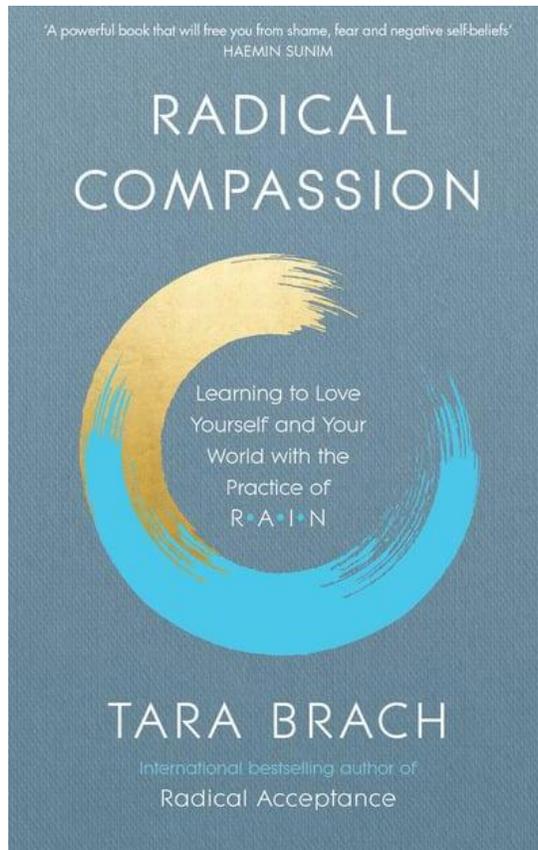
MATTHEW
WALKER

Why We
Sleep

The
New
Science
of Sleep
and
Dreams

- *Belonging*
- *Sleep*
- *Exercise*
- *Being Present*
- *Learning*
- *Giving*

32

The courage of self-compassion - RAIN

'A powerful book that will free you from shame, fear and negative self-beliefs'
HAEMIN SUNIM

RADICAL COMPASSION

Learning to Love Yourself and Your World with the Practice of R·A·I·N

TARA BRACH

International bestselling author of
Radical Acceptance

- *Recognizing*

when we feel pain– 'listening with fascination'

- *Accepting*

the feelings rather than rejecting them

- *Inquiring*

into them with caring curiosity

- *Nurturing*

and caring deeply for ourselves

https://apps.apple.com/gh/app/the-self-compassion-app/id1553464180

e.mail m.a.west@lancaster.ac.uk
Twitter @westm61

Thank you!

End of Programme Theory of Change

Matt Milarski (he/him) &
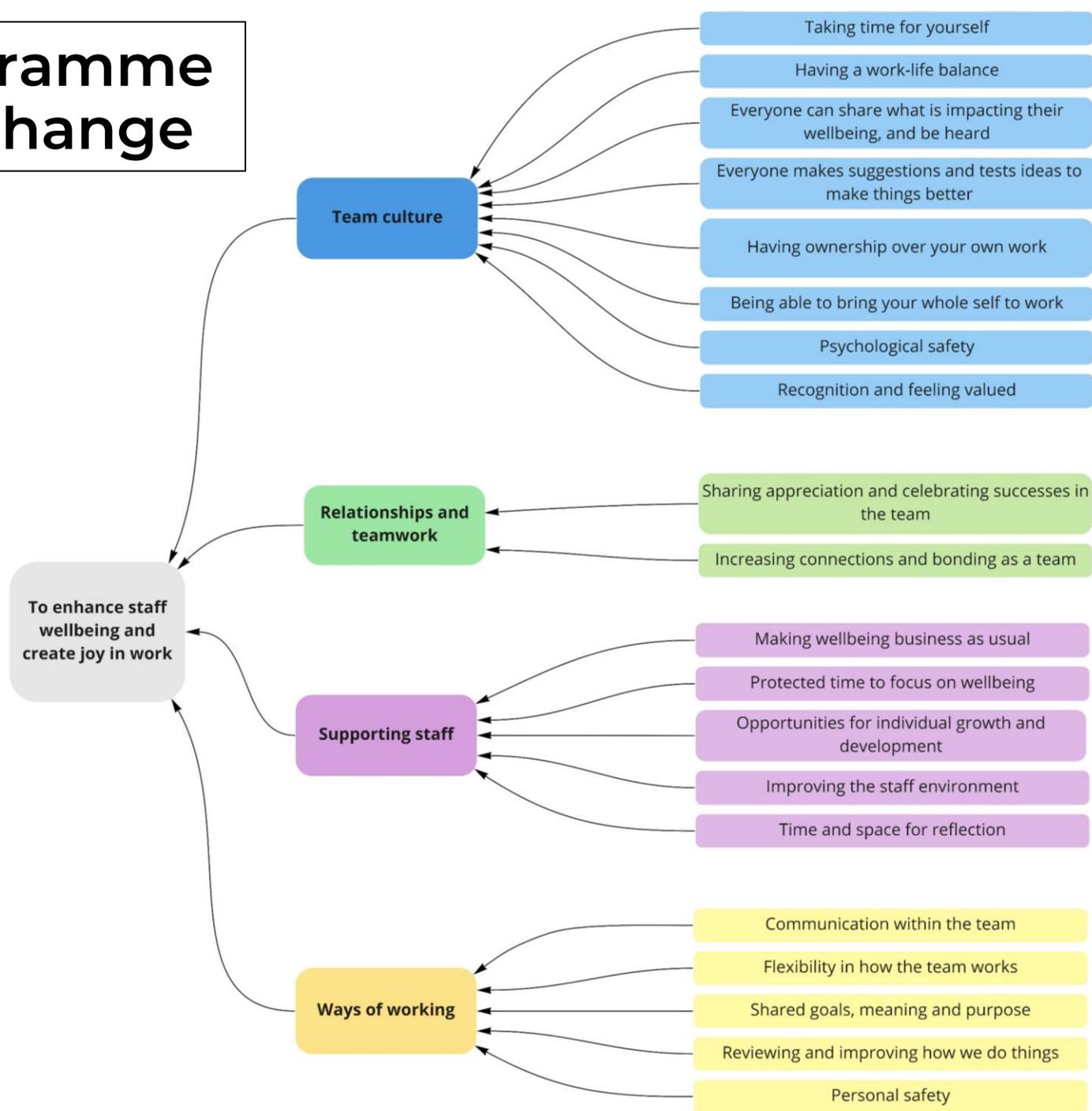Ros Warby (she/her)
Quality Improvement Coach, NCCMH

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To enhance staff wellbeing and create joy in work

Trust

- Recognition and feeling valued
- Focus on wellbeing
- Autonomy
- Opportunity for growth and development

Safety

- Physical safety
- Environmental safety
- Psychological safety
- Space for individuality and creativity

Relationships, teamwork and camaraderie

- Shared activities
- Flexibility and choice
- Shared goals, meaning and purpose
- Communication
- Adapting to different models of working
- Day-to-day functions and systems

Start of programme Theory of Change

End of programme Theory of Change

TEAM CULTURE

- Taking time for yourself
- Having a work-life balance
- Everyone can share what is impacting their wellbeing, and be heard
- Everyone makes suggestions and tests ideas to make things better
- Having ownership over your own work
- Being able to bring your whole self to work
- Psychological safety
- Recognition and feeling valued

WAYS OF WORKING

- Communication within the team
- Flexibility in how the team works
- Shared goals, meaning and purpose
- Reviewing and improving how we do things
- Personal safety

RELATIONSHIPS + TEAMWORK

- Sharing appreciation and celebrating successes in the team
- Increasing connections and bonding as a team

SUPPORTING STAFF

- Making wellbeing business as usual
- Protected time to focus on wellbeing
- Opportunities for individual growth and development
- Improving the staff environment
- Time and space for reflection

Are there any secondary drivers you would like to add?

Follow the link in the chat or use this code at www.menti.com.

50121989

Q+A with the Coaches

Celebrating your successes!

With thanks to the Regional
Communications and
Engagement Team at
Health Education England
for the memes

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Enjoying work

BREAKOUT 1 (4mins)

Share one thing about taking part in the collaborative that was different to what you expected.

BREAKOUT 2 (4mins)

One moment where taking part in this collaborative has made a difference to your team.

BREAKOUT 3 (4mins)

One thing you are going to do moving forward when the collaborative has ended.

What is your top tip for a team starting a similar project?

Follow the link in the chat or use this code at www.menti.com.

2768043

What word would you used to sum up your time on the Enjoying Work Collaborative?

Follow the link in the chat or use this code at www.menti.com.

80885510

Please share your feedback on today's Learning Set

See the chat box for the link

Close

Emily Cannon (she/her)
Head of Quality Improvement, NCCMH

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