

ESQB Staff Wellbeing Project 2020-21

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Background

Beechcroft is the Regional Child & Adolescent Mental Health Inpatient Unit for under 18s in Northern Ireland. Staff work in a multidisciplinary team (MDT) across two wards called Admission and Treatment wards. Young people on these wards experience a range of complex mental health difficulties. Admissions increased in 2020 by 18%.

Why is Staff Wellbeing Important?

"We cannot give what we do not have"

- Staff wellbeing is a Trust priority in COVID.
- Improved staff wellbeing leads to improved patient safety
- Impact of COVID Pandemic in acute hospital: young people COVID positive, ward restrictions, changes to communication and practice styles, lockdown fatigue, Mental Health crisis following pandemic.
- Risk of Staff Burn Out- working longer, highest rates of admissions, higher rates of incidents of harm to self and others

"The team put the Joy in Work"

Methods

A Quality Improvement (QI) project was commenced December 2019 using the IHI Model for Improvement Methodology. It was promoted by the project team through conversations with staff, unit meetings, email and posters.

Outcome Measure:

- Ten point scale was developed for rating how your day was (10 best – 1 worst) displayed at 3 locations in unit (Fig.1)
- Measured Daily for one week every month

Process Measures:

- Number of staff using rating scales (16 MDT/ nursing team numbers improved April/ May)
- No.s attending the focus groups (9)
- No.s of nominations of work colleagues (27)

Balance Measures:

- Staff turnover, Sickness, Absence, Staff Work Load

Aim Statement

Improve Good Day rating score (1-10, 10 best) of staff in Beechcroft Inpatient unit by 3 points by June 2021

Change Ideas

PDSA (Plan, Do, Study, Act) cycles were implemented with three change ideas

1. Staff Wellbeing Focus Groups - March 2021 (Fig. 2)
2. Staff Virtual Quizzes - Feb & April 2021 (Fig. 3)
3. Staff Recognition Certificates April 2021 (Fig. 4)

Fig 3. Quiz Nights & Fig 4. Recognition Certificates



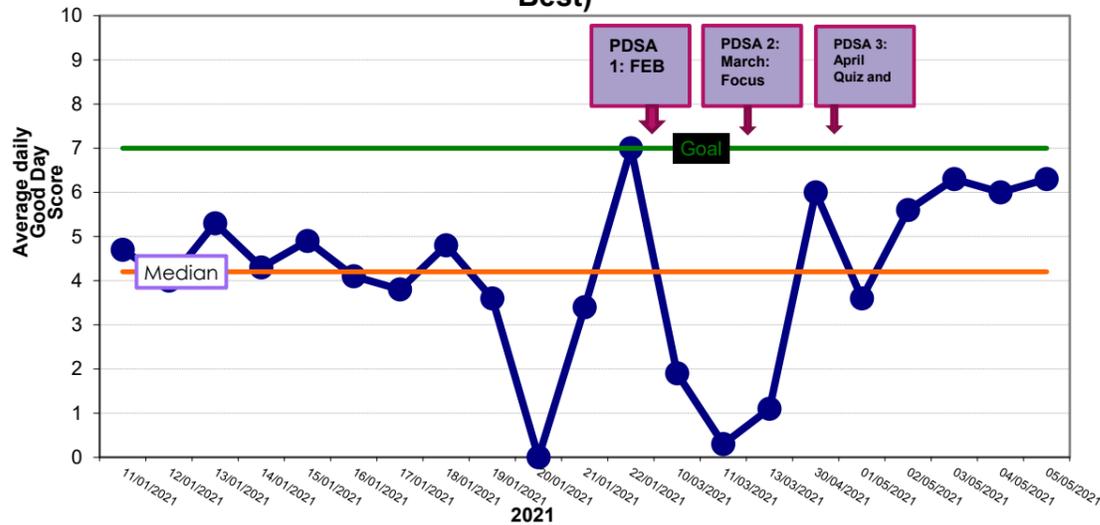
Fig. 1 Outcome measure -Rating Scale for Good Day Score



Everyone will have different thoughts of what is a good or bad day, it's so personal. These are the definitions we are suggesting you consider when rating. (10) Very good day - A good day at work is one where you feel great on the job. You're happy at work and you definitely feel like having more of those days.

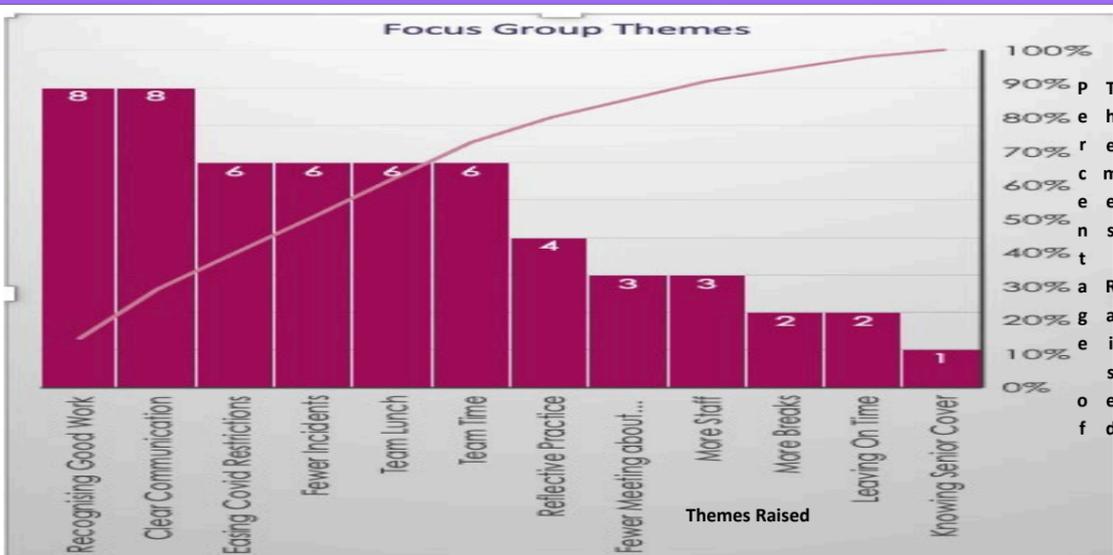
1) Very bad day - You're unhappy at work and when you come home, you definitely don't feel like having more of those days. So we're not just talking about a mildly unpleasant day – we're talking about really bad days at work

Good Day Scores for staff in Beechcroft Inpatient Unit (10 Best)



Focus Groups Themes – Figure 2

- 9 MDT Participants
- Four Questions: 1. What makes a Good Day in Beechcroft? 2. What makes a Bad Day in Beechcroft? 3. What Matters to you in a working day? 4. What change ideas could bring about change?
- Main theme of staff recognition – change idea No. 3 developed from these groups



- Nomination for staff recognition award (Weekly for 3 weeks) with 5 nominations in first week, 10 in the second and 12 in the third week
- Beechcroft Star: Certificate for those nominated and reasons read out at handover

Results

- Baseline Median of staff scoring their day as 4.2/10 (bad day)
- Goal of staff scoring 7/10 (Increase of 3 points)
- New median of 5.6 (good day)
- **Improvement in Good Day Scores of 1.4 or 33%!!!!**
- Higher responding rates in May and more consistent scores

Learning

- Staff good day score improved by 33%
- Positive Feedback from staff
- "Made me feel really good reading my nomination"
- "This cheered me up! Such a nice idea"
- "Such team spirit!"
- Beechcroft Stars now embedded as part of weekly Thursday handover by staff and management
- Feeling valued comes from small acts of recognition
- Staff are resilient and resourceful

Challenges

- Acute Inpatient Unit: Busy and unpredictable
- Staff Turnover/ Burn Out
- COVID Pandemic
- Staff shortages
- Increase demand and over capacity

Next steps: To the stars and beyond!

- Continue to develop the success of Beechcroft Stars Recognition - Notice board, prizes
- Ongoing measurement good day data
- Development of monthly Pulse Scores for staff
- Next PDSA- following staff feedback (fig 3) plan to focus on improving communication - plan to explore notice boards, news letter