

East of England Workforce Transformation Team

Our story

Which change ideas did you test and what did you learn from them?

Our key change ideas included the following:

- *'Time for Reflection'* as a tool which allows colleagues the space to think and reflect on their roles and ways of working.
- Coffee roulettes to give the team an informal, social space to build on existing relationships.
- *'Thank you Boards'* to boost morale and recognition within the team.
- Asking about joy/wellbeing in 1:1s, resulting in the development of a line manager toolkit to support colleagues with signposting.
- Understanding the impact of our day-to-day roles, and how our work fits into the wider HEE / NHS picture, by engaging with stakeholders and collating feedback from relevant sources.
- Creating wellbeing spaces, including wellbeing workshops facilitated by an external provider.

In testing these ideas, we learnt a lot about our preferred ways of working, our differences in approach, our values, strengths, and weaknesses and how we respond to change as a team.

What changes have you seen in the team?

- The topic of joy and wellbeing at work has become more embedded within our conversations and our team culture.
- We have learnt about our individual needs and preferences, and as a result, we are more considerate of one another and our preferred ways of working.
- We have grown a lot as a team in terms of recognising and supporting one another, and providing safe spaces to voice concerns in an open and honest way.
- The connectivity of the team has improved, despite being remote. It has been really positive to see colleagues taking the initiative and putting in wellbeing catch-ups, and keeping the wellbeing conversation going outside of the project sphere.

What are your reflections on taking part in the project?

- The Enjoying Work project has come at an especially valuable time, during a period of great uncertainty for all colleagues, both personally and professionally. As a team, I believe the project has increased our awareness, openness, and consideration of one another, which I am confident we will continue to build upon beyond the project end-date.
- It has been a positive experience and interesting to see that a number of people have the same views regarding wellbeing and enjoyment at work.
- Seeing the data over time has been interesting, although there are caveats we need to acknowledge such as changes in the team.
- The project felt quite burdensome at first, but over time we have adapted it to suit our team's individual needs.

What challenges have you faced in this work?

- As a new and unique project, we certainly found it challenging at first to know how to approach the Enjoying Work initiative. It was sometimes difficult to know how hard to push a change idea if it wasn't working organically. That said, over time, we have become more accustomed to the iterative nature of the project, allowing us to reach a compromise that works for the whole team.
- We have also experienced challenges around capacity and engagement, with business as usual/other workstreams often needing to take priority. This has meant that the efforts going into the project have not always been equally weighted, and it has been a challenge to get everyone to complete the weekly surveys/engage with the project as much as they would like to.
- I would always encourage new teams to listen to their teams needs first and foremost, and not to be afraid of abandoning ideas which are not producing the expected outcomes.

Looking at the future:

- Some of our change ideas such as coffee roulettes and thank-you boards have become embedded within our business as usual. These have tended to be the smaller, more manageable ideas but ones which still have a large impact on the team's joy and wellbeing.
- We will aim to keep joy and wellbeing a part of the conversation, by having a regular *joy and wellbeing* space on our monthly team agenda to propose change ideas, recognise each other's efforts and share best practice amongst the team.
- We will aim to have quarterly team away days which we can use as development sessions but also to build on new/existing change ideas and embed these into our business as usual.