



CCQI team (QNFMHS/QNPMHS/QNPICU)

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

– **Monthly team social activity**

This change idea was the most enjoyed by the team, specially for those who started during the pandemic as there was no team face-to-face contact for 1.5 years. These events really helped those who started virtually to feel more connected to the team, settled and confident as well as getting to know colleagues outside of work. This has been invaluable for getting to know the team and the team would like this to continue as naturally we create different relationships outside of work.

– **Reflective practice discussions**

The aim was to hold monthly sessions with the team to create a safe space and discuss various different topics. We have held a few throughout the year when certain events happened around the world that would impact the team but this change idea was to make it a more “formalised” process so that we could have one hour a month to discuss various topics. The topics ranged from intersectionality, returning to face-to-face working/lone working and burnout to name a few. Although these are enjoyed by the team, there is a sense that the purpose is unclear and rather than reflective practice these are more “reflective discussions”. Nonetheless, these enabled the team to have a different kind of conversations to our everyday workload. They have created a safe and open workplace for everyone by encouraging honest dialogues.

– **Reducing frequency of tea breaks to encourage attendance and increase meaning**

When the pandemic started, daily tea breaks at 11am were created so the team could have informal chats and breaks as a team. They were well attended at first but after a year attendance dropped rapidly due to workload and losing the meaning of these meetings. The frequency was reduced to once a week to take place virtually and twice a week face to face. This has increased attendance and encouraged people the team to have more regular breaks, which has been extremely useful when workload is high.

What changes have you seen in the team?

As a team, we were working well and to a high standard. We spoke about not having much opportunity to chat and have a laugh outside of work (particularly given the pandemic). Hence why the first change idea was to schedule monthly face-to-face socials. This allowed us to get to know each other properly. It was really useful for new starters who hadn't had much opportunity to chat with the team outside of scheduled meetings and work events. Such a small change has a really meaningful impact on the team. It supported cohesion and friendly relationships. This has been the main driver in increasing work enjoyment for the team as a whole and to create a sense of "team".

What are your reflections on taking part in the project?

Below are reflections of various members of the team:

It can be tough to make space for something like the enjoying work collaborative when teams are busy and overrun with work. It's really important to hold it in mind and consider the long term benefits of protecting time in team meetings. The main change driver of social space outside of work has now been embedded into the team and is a part of our culture. Sometimes we have drinks, and sometimes we do an event or activity that doesn't involve alcohol.

I think being part of this project was good for our team to think about what more could we have done to increase joy and ensure psychological safety. As a result of being part of this, we embedded regular practices that we didn't have before, or we didn't have them as structured / as regular. I am wondering, however, whether at the moment the joy at work has improved due to our high workload and not being a full team. The way our workload is devised throughout the year, we are currently in one of the busiest periods. I know it has an impact on me and the way I am feeling about work. This has become a main theme / issue for our team which is discussed and we have held reflective practice on this.

I joined while it was going on but the Friday chats and monthly social events have been great at making me feel more settled and confident in the team. I think I would be less likely to ask questions etc if I had not had the opportunity to get to know the team socially.

I wasn't with the team before the collaborative but wellbeing and joy seem to be discussed regularly and the team are always mindful of self-care and wellbeing. This is included in supervision which opens up a dialogue which otherwise might never be discussed. I was glad to join a team involved in this kind of work!

It has been fantastic to take some time to think about how we can improve the team's joy at work and think together, as a team, on what we are missing and how to move forward.

Personally, I feel more connected after meeting for a meal and drinks, especially as I joined while we were 100% remote working. Nice to be part of open discussion where people feel open to share personal stories/experiences etc. I'm not sure I can comment that I have really noticed great differences in the team as colleagues have always been pretty close and open.

What challenges have you faced in this work?

A shared challenge across all participants in the collaborative is probably time. Although it can take time from valuable team meeting initially, it's a long term investment that pays dividends down the line. It can be a really small change that makes all the difference. We're a busy team so getting everyone to attend socials or reflective practice can be tricky but it evens out that most people attend at some point, we overcome this by being mindful of previous attendance and finding dates to suit people who would benefit from attending. Advice to other projects would be to prioritise the change ideas even if it feels a challenge as the benefits are worth it.

There are some challenges with the reflective discussions, such as finding a suitable date and time when everyone is able to attend as our workload is high. These can sometimes become venting rather than productive spaces, which is very understandable given frustration but maybe an allocated time specifically for solutions/ coping mechanisms at the end is missing. Sometimes team members come out of them feeling more tired than when they went in.

One final challenge has been completing the surveys. At times the app has not worked well and has meant some surveys have been missed.

Looking at the future:

We have embedded all change ideas into the practice and they have become part of our work now. The project is on our agenda within our weekly team meetings as well, which reminds us to schedule dates for the next social meet up and reflective practice. We will continue trying some of the other 'change ideas' we came up with but just not using a formal PDSA methodology.