

Change story: Generating culture change on Hope and Horizon wards through supportive debriefs

Programme aim:

- To reduce restrictive practice by 25% in mental health, learning disabilities and autism inpatient services by testing and scaling the reducing restrictive practice [change package](#)

What problem were you trying to solve?

- We recognised that staff were feeling tired with the pressures of the pandemic and COVID-recovery.
- We wanted to help teams to reconnect with their purpose and feel energised that they could make a difference again.

What did you do?

- We pulled together a diverse team of ward champions which has helped create energy for change.
- We've been speaking to staff when there are incidents in the ward to debrief and explore other ways of managing a similar situation in the future.
- We've discussed what we would do if we didn't have the extra care/seclusion space, which has helped people come up with creative ideas.

How did it go?

- Debriefs are seen as important.
- Debriefs have been especially helpful for new staff.
- A buddy system is used to ensure that debriefs are always offered after an incident.
- We've noticed fewer instances of verbal aggression on the wards.
- There has been an improvement in the atmosphere on the ward.

What did you learn?

- It is important that all staff have the opportunity to debrief after incidents.
- Debriefs help to support the wellbeing of staff.
- Debriefs can also be the source of useful learning and ideas for better practice.
- Small changes can have a massive impact.
- How we welcome new staff is important – need to be both realistic and supportive.
- Team ethic is important in keeping RPs down.
- All staff need to be considered for support, including temporary and agency staff.