How Are You Doing?

Team report May 2020
In early March, with news of the pandemic in China and Italy starting to make us realise that the impact would be global, Steve and Trace met for coffee to discuss how we might support colleagues if and when the UK was affected. We knew that there would be a national response and were concerned about the effect the time lag might have on people’s levels of anxiety. This made us take a rapid response approach to making staff well-being our focus.

The same week we had recruited colleagues from the People Team, Psychology and Organisational Development and the Quality and Safety teams. We met to discuss what a well-being strategy during a pandemic for staff could look and feel like. We made sure that we were working in partnership with the Health@Work team. We agreed on the name of the ‘HowAreYouDoing team’ to make this for everyone and by everyone.

We reviewed the evidence base for helping people to deal with traumatic events and agreed on an approach that the conversation was the intervention. However we thought a structure to the conversations would be helpful to focus on people’s emotional response as well as their well-being. We designed the 5 questions and launched this by asking a team of people to go out and have these conversations face to face. We believed that not only would this set up a healthy leadership rhythm that it would also encourage people to look out for each other. The team started meeting and greeting people at the hospital doors to make ‘having the best day you can’ a focus and thanking people for the shift they were leaving.

The team recognised having a space for people to ask questions and to get information in a rapidly changing situation would be essential. We set up the team headquarters in the hub and manned this daily, mostly by Julia, to give information and signpost our colleagues to useful resources. We also had a daily inspirational quote which was popular with people.

We continued to horizon scan during a time when lots of information was coming out globally. We reviewed the evidence and the resources and chose the ones we thought were best and most accessible. We put together a leaflet designed by Megan in the clinical photography team and updated this several times.

Connie lead on working in partnership with the charity to set up the rest, relax and revive areas and support the distribution of the overwhelming generosity of donations. We also worked with the charity to distribute donations fairly, across the teams, in a spirit of all being in this together.

There were visits to wards on a daily basis by members of the team including Ruth and Collette to have conversations with our colleagues. They were able to have what matters to you conversations and close the loop on questions by saying: You said….So we did…. They would go back with information, resources and answers face to face and this really made a difference to staff.

We offered some of the high-risk teams daily visits from a member of the HAYD team, ran debriefs for them at their request when there were distressing events and had Deborah a psychologist, offer her support to the ITU team several times a week. We would also visit a team after receiving a question from the boards on the hub to answer questions in person.

As we went along we developed tools to give to teams to get into a healthy leadership rhythm, like a briefing and debriefing tool, how to spot someone in your team in distress and several others. These were reinforced by short training sessions. We are suggesting several team check-ins during a shift to attend to tasks and tend to each other. We are encouraging people to see each other as responsible for their own well-being and for looking out for their teammates and colleagues.

There are now a number of coaches and therapists who have offered their services to us and you can be referred via the Health@Work team.

This is not the end of this work and approach. As we move into the next phase where times remain uncertain, this approach needs to continue. Let’s go back to better! In an organisation that is proud to deliver compassionate care to the community, we have to see each other as part of that community. Kindness and compassionate care for each other can and must be a continuous focus for all and part our organisations DNA.
1. Why did we do this?

**AIM:** Support the daily practice of ‘looking out for each other’

Immediate distress is painful, uncomfortable and a compassionate organisation moves swiftly in such circumstances

Normal people in unusual circumstances trying to add a human touch that was for everyone and by everyone

Long term stress has consequences – burn out, increased sickness rates, dysfunction, PTSD, suicide

**HAYD has an evidence based approach**
2. Who were we?

A collective from several groups, all with other roles

Made up of trainers, psychologists, facilitators and coaches

Supporting the ‘Health@Work Team

8 core group members

20 supporting faculty
3. What did we do?

**Data was sampled for 3 weeks of the 3 months**

- Number of interventions = 459
- Number of conversations = 328
- Number of ‘We said…so we did…’ conversations = 95
- Total number of leaflets produced and distributed to staff = 30 types; 50 HAYD leaflets promoting well-being apps to staff weekly
- 61 consecutive days meeting and greeting by Steve Andrews
- A daily quote put in the hub everyday until the 12 May

**Developed tools**
- Healthy leadership rhythm of asking 5 questions
- #HowAreYouDoing charter
- Briefing and debriefing
- Working from home
- Supporting struggling colleagues
- Team leadership
- Pay it forward

**Offered support**
- Conversations
- One to one support (more than one conversation)
- Group support
- Debriefs with teams
- We said we did visits to wards
- Coaching and therapy volunteer faculty

**Built relationships**
- Built relationships with clinical and non-clinical colleagues through visibility and consistent presence
- Contributed facilitation of charity support and linked this to ‘what matters to us’
- Involvement with regional teams to look at current and future offers including HPFT, STP and the ICS
- Communications team
#howareyoudoing
#HereForEachOther
From the reception to the hub and meeting across our Trust – advice, information, support has been shared and given...

**Meet and greet**

- 61 consecutive days
- 122 hours
- 15,250+ smiles
- 200+ coaching conversations
- Untold sharing and listening

"Morning, have the best day you can..."

"Sleep well, thank you for all you did last night"
This became a central place for information and support and the inspirational message of the day.

Wobble Rooms – ITU and Maternity and ITU Lounge

How can we help each other?

<table>
<thead>
<tr>
<th>How was your shift today?</th>
<th>What are we learning?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Best things</td>
<td>We said...</td>
</tr>
<tr>
<td>Worst things</td>
<td>We did...</td>
</tr>
</tbody>
</table>
We are here to help you, for support for you and your team please:

HowAreYouDoing hub, level 3 @ Lister
howareyoudoing.enh-tr@nhs.net
#HowAreYouDoing #HereForOurPatients #HereForEachOther

In the current climate of increasing pressures on our healthcare system, our staff people are feeling the most stress and need to try and proactively prepare their mental wellbeing. Using apps and websites we can manage and provide our personal mental health needs in a safe and easy way. This leaflet provides information on how we can help and some of the interventions and support we can provide.

Thank you for all of your work, compassion and resilience during these extraordinary times; we are here to support you and your teams.

This leaflet gives information on how we can help and some of the interventions and support we can provide.

HowAreYouDoing Team
Here to provide individual and team support for all staff.

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Hello,
The HAYD Team are pleased to share a useful tool which you may find helpful as you and your colleagues navigate the current circumstances.

How Are You Doing?

We are here to help you, for support for you and your colleagues. Approach us if you need help or support, we will do our best to provide it.

Visit: www.howareyoudoing.org.uk

Signage:
- Coffee Lounge
- Critical Care
- HAYD Hub

Leaflets and Flyers:
- Briefing and Debriefing flyer
- Communication During a Crisis leaflet and flyer
- Healthy Leadership Rhythm flyer
- Psychological Support flyer
- Coaching and Therapy Support flyer and leaflet
- HAYD Services leaflet
- Supporting Colleagues flyer
- Heads x 2 and Footers x 2
- HAYD PowerPoint Slide

Thank you for all of your work, compassion and resilience during these extraordinary times. We are here to support you and your teams.

Best Wishes,

Kirsten Chinnery
What did the data tell us?

Percentage of interventions by area

Percentage of interventions by profession

Percentage of different types on interventions
Institute for Healthcare Improvement Framework for Improving Joy in Work

**Physical and Psychological Safety**
- **Physical Safety**
  - People feel free from physical harm during daily work.
- **Psychological Safety**
  - Psychological safety is not just about avoiding harm but also about creating a culture where people feel safe to express their thoughts and ideas without fear of judgment or retaliation.

**Wellness & Resilience**
- Health and wellness self-care, cultivating resilience and stress management, role modeling values, system appreciation for whole person and family, work-life balance, mental health, and leadership support.

**Daily Improvement**
- Using knowledge of improvement science and critical eye to recognize opportunities to improve; regular, proactive learning from distress and success.

**Camaraderie & Teamwork**
- Common values, social cohesion, productive team, shared understanding, trusting relationships.

**Recognition & Rewards**
- Leaders understand daily work, recognizing what team members are doing, and celebrating outcomes.

**Participative Management**
- Co-production of joy, leaders create space to hear, listen, and involve before acting; clear communication and consensus building as part of decision making.

**Meaning & Purpose**
- Daily work is connected to what called individuals to practice, line of sight to organization mission and goals, constancy of purpose.

**Choice & Autonomy**
- Environment supports choice and flexibilit in work, hours, and use of electronic health records.

**Physical & Psychological Safety**
- Equitable environment, free from harm, just culture that is safe and respectful, support for the second victim.

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‘We said... so we did...’ closed loop conversations between the HAYD team and our colleagues April and May 2020 – Pareto chart
## 4. What did we learn?

<table>
<thead>
<tr>
<th>Physical and psychological hygiene factors</th>
<th>Well-being offers from the Trust</th>
<th>Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Create trust</strong>&lt;br&gt;We said so we did; we said and we can’t because - closed communication loops, creates trust</td>
<td><strong>Accessibility</strong>&lt;br&gt;Health and work services - Accessibility to Health@Work easier through drop in sessions and self-referrals and knowledge of the services have been improved</td>
<td><strong>For everyone, by everyone</strong>&lt;br&gt;Social movement - Flattened hierarchies, appetite for change, autonomy increased, reduced bureaucracy&lt;br&gt;Well-being for all, promoted by all, across all sites, not dependent on role, site or any other factor&lt;br&gt;A warm welcome becoming the norm from everyone</td>
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<tr>
<td><strong>Hygiene factors</strong>&lt;br&gt;Taking care of the basics so staff arrive relaxed and can focus on compassionate care for example parking, amazon lockers</td>
<td><strong>Visibility</strong>&lt;br&gt;Walk-arounds focused on well-being and safety well received</td>
<td><strong>Compassionate leadership</strong>&lt;br&gt;Line managers clearly understand their roles and responsibilities for promoting the well-being of all staff&lt;br&gt;Kindness and compassion is everyone's role&lt;br&gt;Gratitude and thanks expressed more often&lt;br&gt;Visible leadership</td>
</tr>
<tr>
<td><strong>Relax, refresh, refuel</strong>&lt;br&gt;Physical spaces for staff to use for gaining knowledge, resting, wobbling for example hub, canteen, wobble rooms</td>
<td><strong>Tools</strong>&lt;br&gt;Tools to help promote teamwork and improved team hygiene - brief and debrief culture the norm</td>
<td><strong>Flexible working</strong>&lt;br&gt;Virtual team working and a better understanding of what flexible working can look and feel like</td>
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<tr>
<td><strong>Self-help</strong>&lt;br&gt;Resources - availability of free apps, promotion of the use</td>
<td><strong>Continuous improvement</strong>&lt;br&gt;Increased learning across and between teams and divisions</td>
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What did other people say?

A colleague was feeling overwhelmed with the pressure at home and work and felt that she could not continue to work.

As she arrived she heard you thanking someone for all they were doing and saying hello as people arrived. She told me that this persuaded her that people at work do care and she decided not to resign.

Thank you for all that you have been doing, you are making a difference.

I love the 5 questions... I now always have them in my head when I start a conversation

Thank you for your support. The sessions have been invaluable.

I was a bit of a cynic who needed something to assist me

I have a voice and will be heard

It’s really helped knowing that other people have these thoughts and feelings too

I admire the way you work it has struck a chord with me

The HowAreYouDoing team rock

Thank you for all that you have been doing, you are making a difference.
5. What could the future look like?

We have new models for this work going forward.

A Healthy Culture @ ENHT

Care pathways for staff wellbeing have been developed.
6. What do we recommend?

**The organisation could...**

- To meet the need for psychological and physical safety there should be a relentless focus on hygiene factors like parking, staff facilities, wifi, quality food and listening to our teams
- Mental health first aid training for all
- Specialist psychological services for colleagues

**The HAYD team will...**

- ‘Leadercentric’ training for everyone once a week on a virtual platform as a minimum
- Continue to partner with Health@Work and others to deliver quality experiences for all
- A focus on multi-disciplinary training and joined up working

**Bitesize**

Practical tools and models have emerged and are now part of the ongoing ‘BITESIZE’ learning and development programme.