Agenda

TIME	TITLE	PRESENTER
10:30	Introduction and welcome	Michelle Miller Portfolio Lead Healthcare Improvement Scotland
10:35	Background context and how we think about staff wellbeing – from reactive individual supports to trauma informed workforce recovery	Dr Susan Ross Consultant Clinical Psychologist/Head of Specialties NHS Lanarkshire
10:50	Pause for personal reflection	Dr Susan Ross
10:55	Examples from Lanarkshire – focus on the Care Home System with reflections on what worked well, and why, along with barriers and changing needs.	Dr Phil Smith Consultant Clinical Psychologist NHS Lanarkshire
11:20	Introduction of a 3 phased approach to practical application of this approach, with examples from Lanarkshire	Dr Susan Ross and Dr Phil Smith
11:45	Questions from chat and 'Call to Action'	Dr Susan Ross and Dr Phil Smith
12:00	Close and evaluation poll	Michelle Miller

Check in

A poll will appear on the main screen

Please type **<u>one word</u>** into the poll to describe how you are feeling today?

Use one word to describe how you are feeling today?

relaxed weary Interested optimistic Intrigued
hashed positive **tired** Busy bit bored
Awwright Happy good
curious Excited
overwhelmed Frazzled Hopeful stressed
Fairly positive

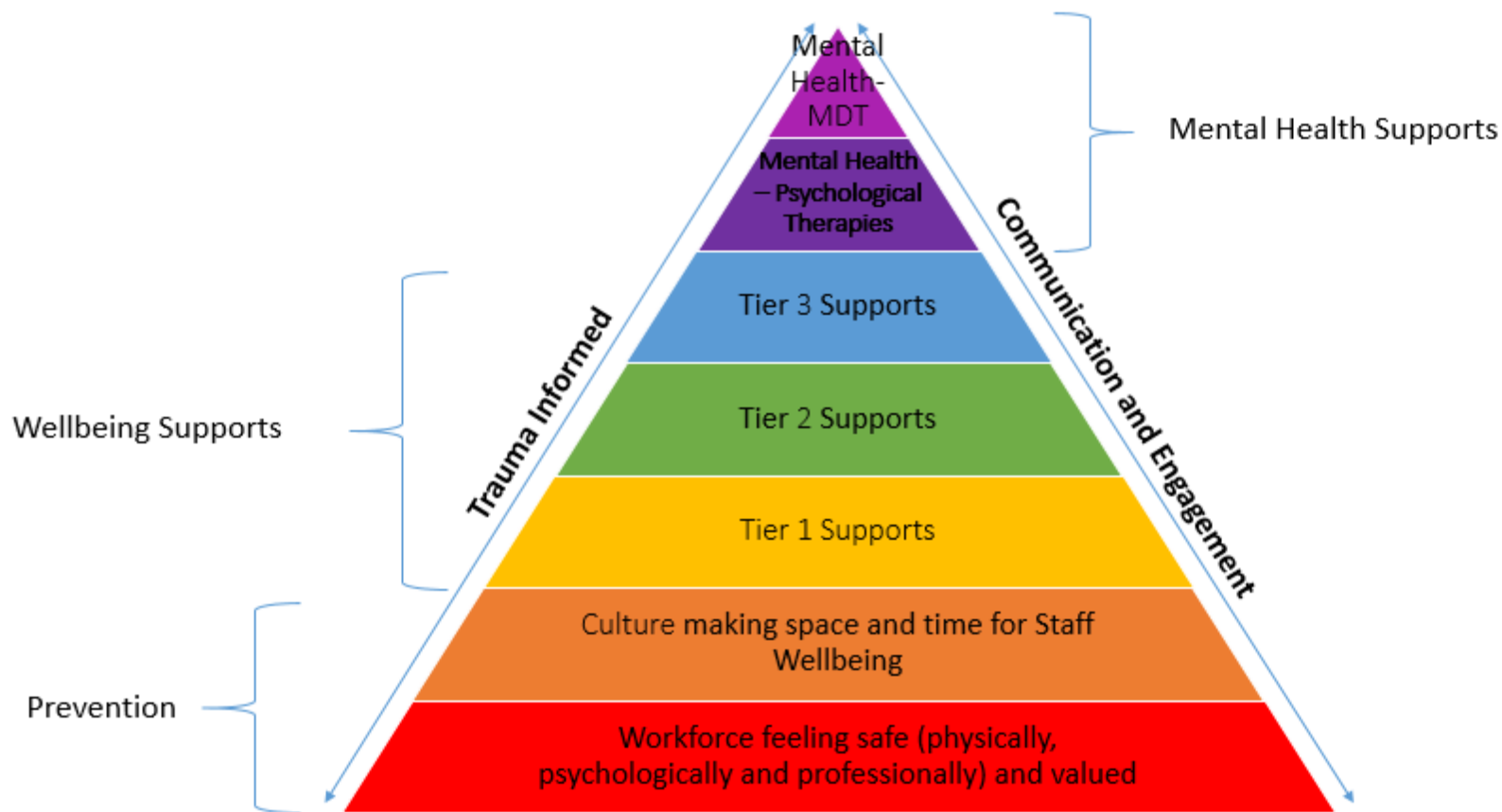136 responses

What is today about . . .

This is a time for you, as individuals, as leaders and as active participants in complex systems/teams – to check in with yourselves, to connect, to take stock and to reflect. Hopefully it will be nourishing, healing and inspiring.

Later on, we'll think more about 'doing stuff' but the focus, for now, is much more on the 'being stuff' – the psychological and human factors.

To begin focussing on the 'being stuff', we will provide a short history of the contexts in which we have learned and applied the ideas we cover today.
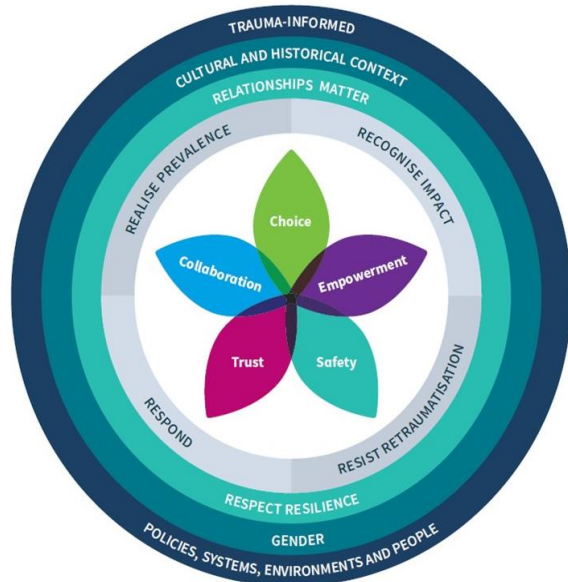
Section 2: The Seven Components Of Psychological First Aid

CARE for immediate needs

EDUCATE about normal responses

PROTECT from risk of infection and any other threats

CONNECT with social support

COMFORT and console

Taking good care of YOURSELF

PROVIDE information on coping

SUPPORT for practical tasks

Mental Health- MDT

Mental Health – Psychological Therapies

Tier 3 Supports

Tier 2 Supports

Tier 1 Supports

Culture making space and time for Staff Wellbeing

Workforce feeling safe (physically, psychologically and professionally) and valued

Trauma Informed

Communication and Engagement

Mental Health Supports

Wellbeing Supports

Prevention

Key principles

The key principles underlying TIP are listed below, adapted from Fallot and Harris (Fallot & Harris, 2006).

Key principles of trauma-informed practice

1. Safety

Efforts are made by an organisation to ensure the physical and emotional safety of clients and staff. This includes reasonable freedom from threat or harm, and attempts to prevent further retraumatisation.

2. Trustworthiness

Transparency exists in an organisation's policies and procedures, with the objective of building trust among staff, clients and the wider community.

3. Choice

Clients and staff have meaningful choice and a voice in the decision-making process of the organisation and its services.

4. Collaboration

The organisation recognises the value of staff and clients' experience in overcoming challenges and improving the system as a whole. This is often operationalised through the formal or informal use of peer support and mutual self-help.
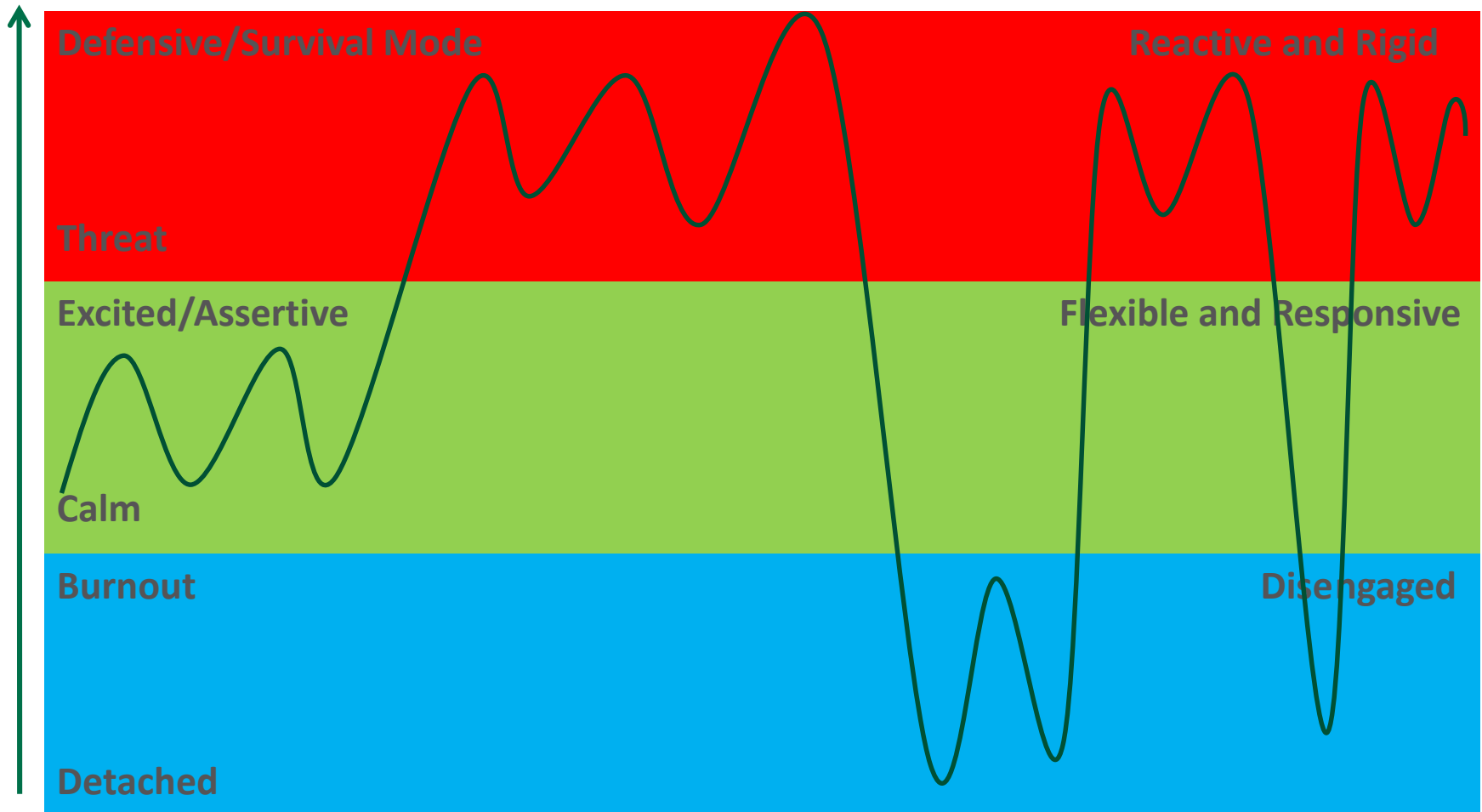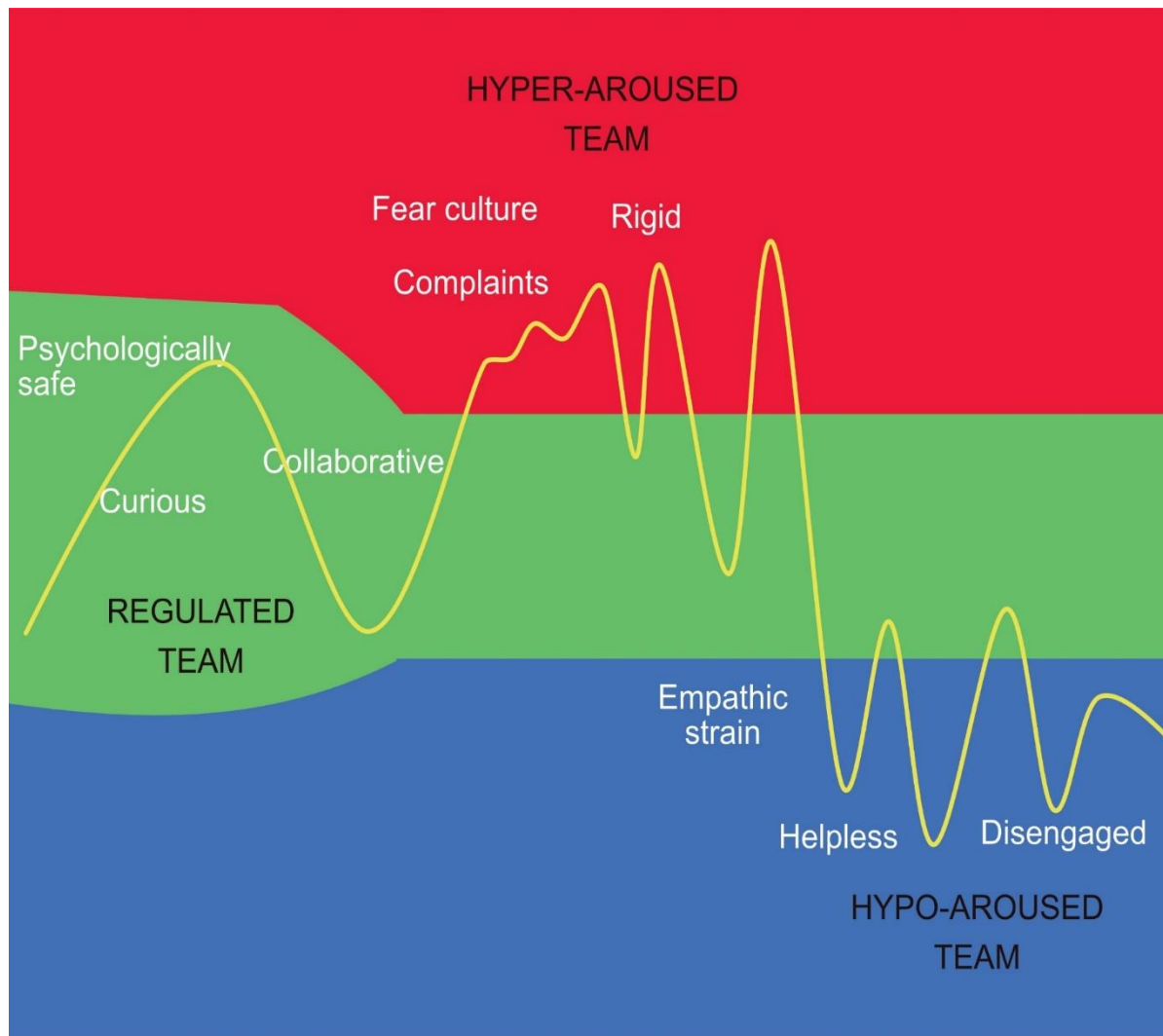
5. Empowerment

Efforts are made by the organisation to share power and give clients and staff a strong voice in decision-making, at both individual and organisational levels.

WINDOW
OF
TOLERANCE

https://www.youtube.com/watch?v=6nu3iqI8Idc

Window of Tolerance

Defensive/Survival Mode

Reactive and Rigid

Threat

Excited/Assertive

Flexible and Responsive

Calm

Burnout

Disengaged

Detached

Defensive/Survival Mode *Systemic Window of Tolerance* **Reactive and Rigid**

Fear culture   Loss of voice   Disempowering   Othering   Exclusions   Blame Culture   Zero Tolerance

Autocratic/Authoritarian leadership   Use of 'othering' language – them, those people   'What do you want?' stance

Lack of Cohesion   High Absence/Presenteeism   Exerting Power   Vicarious/Secondary Traumatic Stress

Defensive Culture   Splitting   Rigidity   High Turnover   Reactivity   Lack of Trust   Lack of visible Leadership   Disconnect from values   Intolerance   Recruitment

Difficulties   Overcontrol/Micromanage

Excited/Assertive   **Flexible and Responsive**

Change welcome   Connection   Partnership   Good alignment with values and culture across organisation   Quality Improvement Culture

Collaboration   Transparency   Empowerment   Trust   Safety   Compassion and Empathy   Passion

Choice and control   Flexible Leadership   Visibility and accessibility of leaders   Highly engaged workforce

Flexibility   Pride/Ownership   Curiosity   High Satisfaction/feedback from residents, families & staff

Reflection   Innovation   Resilience   Low Absence   High Morale   Reflective Culture

Shared vision & Mission   Mind & Heart set   Responsiveness   Accountability   Creativity   Investment

Ease of recruitment   Active involvement/participation of service users, families & staff   'How can I help?' stance

Burnout   **Disengaged**

Complaints   Burnout   High Absence   Lack of purpose   Limited vision and mission   Low morale

Low engagement   Loss of productivity   Poor alignment with values/principles   Shut down/disconnected

Compassion Fatigue   Static/Stagnant   Empathic Strain   Low Leadership Presence   Poor vision of the future

High Attrition   Low Innovation   Low Responsiveness   Disconnected   Poor Participation   Hopelessness

Helplessness   Frustration   Poor Team performance/cohesion   Disinterest   Difficulty Recruiting

'Please go away' stance   Burnout   Autopilot

Detached   *(NES, 2019)*

What parts of the **RED ZONE** resonate with **YOU in your role**?

What parts of the **BLUE ZONE** resonate with **YOU in your role**?

Care Homes - Systemic Complexity
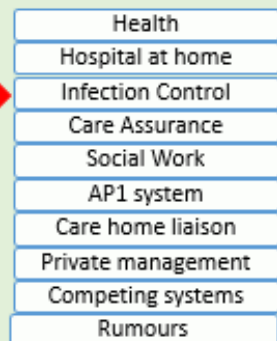
Applying the Stacey Matrix
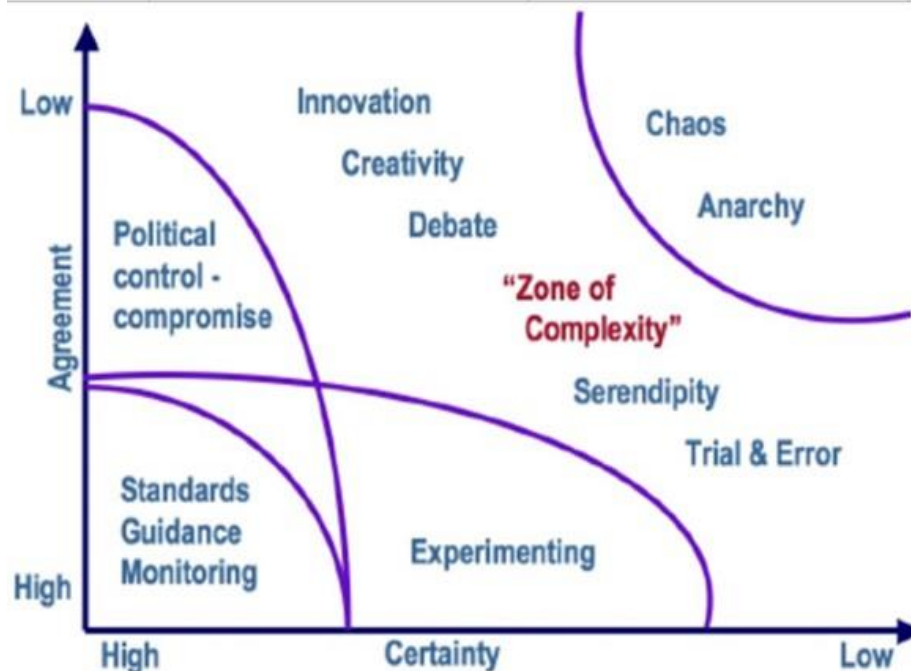
Images adapted from Stacey sourced:
https://www.praxisframework.org/en/library/stacey-matrix
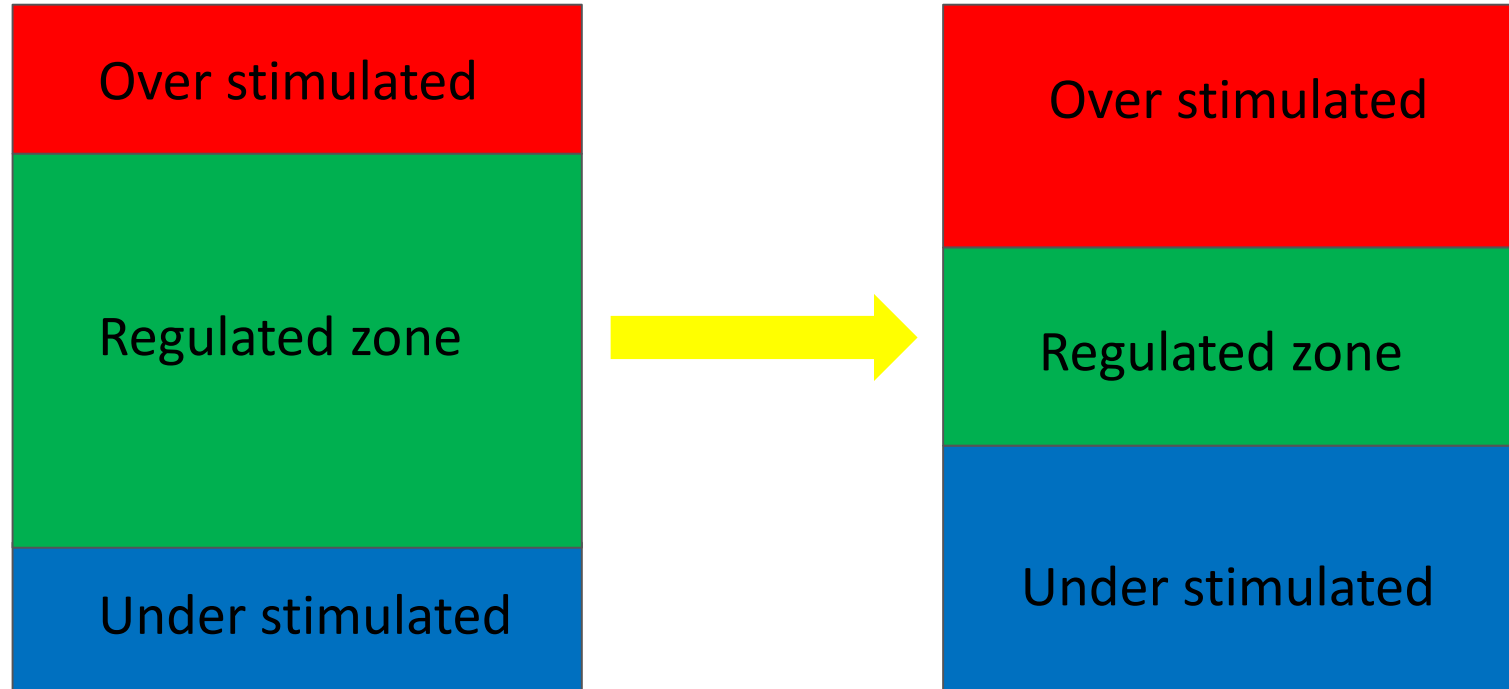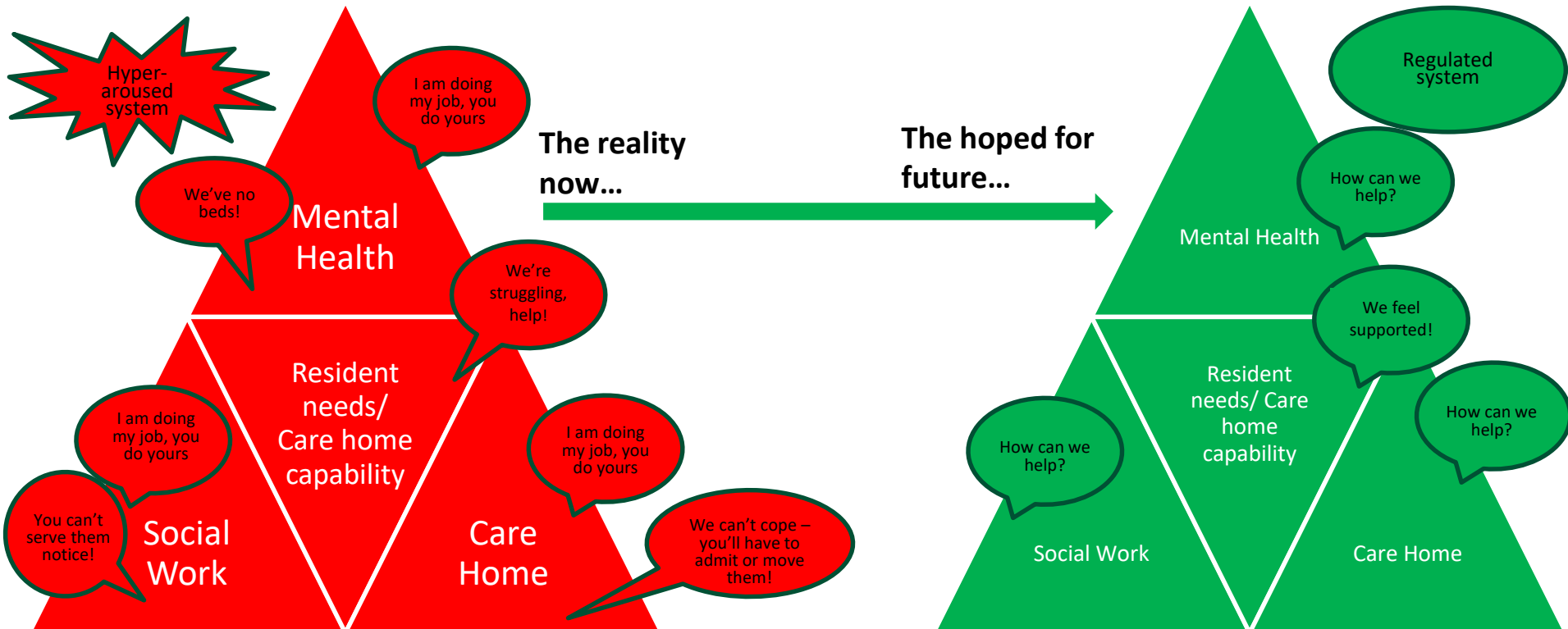https://www.erskine.org.uk/about-us/our-board-and-team/senior-management-team/derek-t-barron

Window of Tolerance

- A systematic review of care home staff wellbeing during COVID-19 highlighted evidence of **anxiety**, **depression**, **exhaustion** and **PTSD** (Gray, et al 2021)

- A more recent qualitative review discussed the **negative impact on mental health for "everyone involved" in care homes**, and highlighted the strains that developed between families and staff (Giebel et al, 2022)

- Health and social care frontline staff are potentially at increased risk of outcomes such as moral distress, anxiety and substance use following the pandemic (Boden et al, 2021)

Care Home Staff Wellbeing Group

- Comprised of local care home staff (managers and carers), representatives from North and South Lanarkshire HSCPs, NHS Lanarkshire (including communications, nursing and psychology) and Scottish Care

- Provided a safe and reflective space for members of the care home workforce, and those in roles supporting the sector, which nurtured peer-to-peer relationships

- Aim – 'ears on the ground' to listen and respond to the evolving wellbeing needs of care home staff

- Local Care Home Staff Survey 2020 and 2022

Proactive media strategy: some examples and phenomenal reach:

Mrs Rebecca Parker's piano 100 day challenge
Residents inspirational impact on their local communities via video link
Scotland's first care home resident
Resident couple's 70th anniversary marked in style.

Mrs Parker's piano challenge 21.9 million people reached on Facebook:

Carving some Time and Space for You

This is a difficult time when we are experiencing more pressure than many of us have ever known. With some staff members doing more hours than normal, home working increasing and several areas being short staffed, it can be difficult to switch off from work when you are not on shift. We are all tired – it's been like this for a long time already and we have a bit further to go.

You will be able to give the best of yourself at work if you have attended to your own needs at home. Part of this is about trying to protect your time off and, within that, giving yourself permission to do things that keep you well and bring you joy.
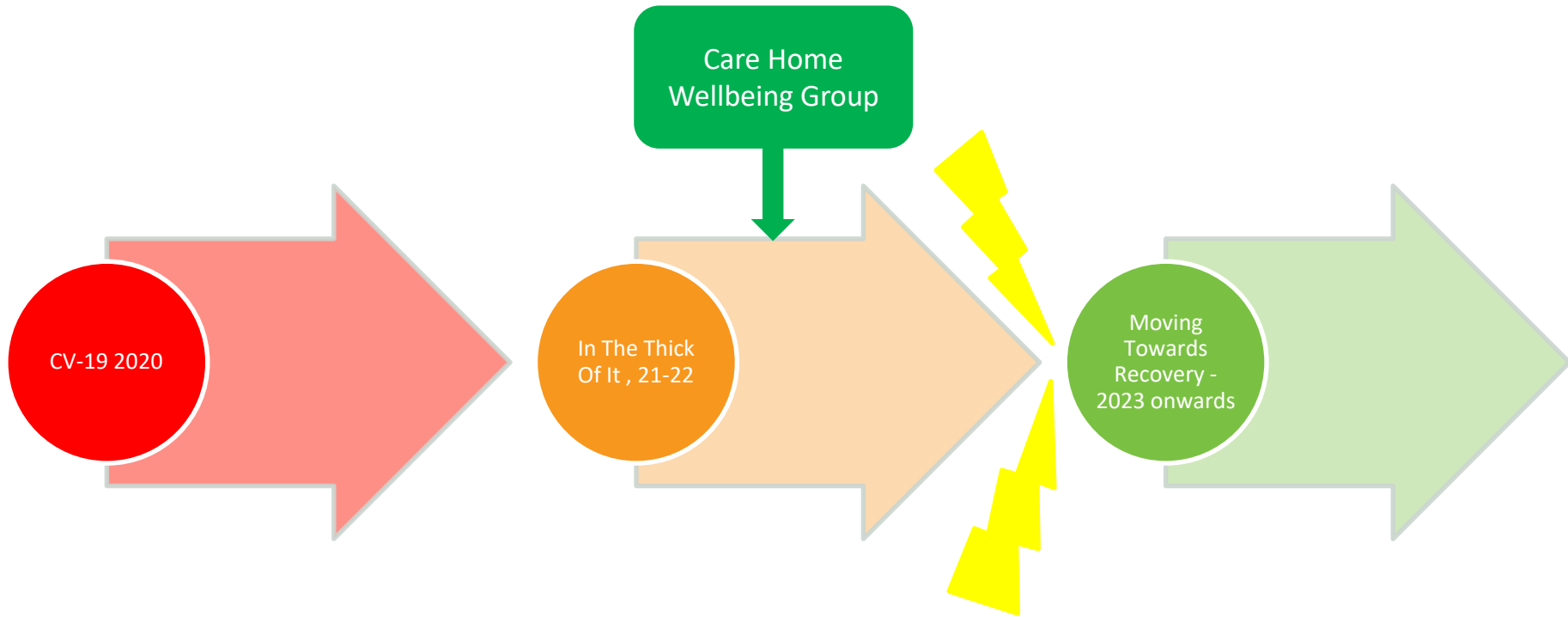
Be gentle with yourself

Many people are finding everyday tasks a struggle at the moment. The household or admin tasks we once managed to keep on top of can pile up and quickly feel overwhelming.

It may be worth writing a list of these jobs and prioritising what has to be done and what can wait. Or perhaps seeing if any of these tasks can be shared more equally with others in your household. It can help to pick off a small task to complete rather than aiming to 'catch up' with everything, or to set the oven timer and see how far you get in 20 minutes!

CV-19 2020

Care Home Wellbeing Group

In The Thick Of It , 21-22

Moving Towards Recovery - 2023 onwards

Phase 1 – Reconnecting

- Providing the conditions staff need for natural recovery, telling stories, allowing other 'parts' of themselves to connect as people, making sense

- Important that this is encouraged with team ownership, within the context of the overall 'long game' strategy with organisational buy in

Phase 2 – Steadying the ship

- Educating about WoT as a framework and shared language to begin unpacking and exploring the protective red and blue traps. Highly tailored to each staff group – in peers or work based groups

Phase 3 – Rebuilding, from a Green Perspective

- This phase includes collaborating to identify and proactively deal with strains, along with more traditional service development. Lends itself nicely to QI approaches. Interweave of Compassion, Psychological Safety, Joy at Work etc.

What do we need when we're red?

Underlying need is…

SAFETY!

- Physical
- Professional
- Moral/Emotional

Underlying need is....

HOPE

- Validation
- Feeling you matter
- Feeling you make a difference
- Shared vision and purpose

What nurtures Green?

- Togetherness
- Compassion
- Psychological Safety
- Shared vision
- Feeling valued
- Playfulness ....

Call to action

What one thing will you take away from today that might create a bit of **green** in you, or your team, or within the systems you are part of?

If you wish to share any ideas, please pop them into the chat box

Check out

NHS Lanarkshire

A poll will appear on the main screen

Please type **one word** into the poll to describe
how you are feeling at the end of our time together today?

Use one word to describe how you are feeling at the end of our time together today?

Self Aware energised Emboldened Synergetic
tired reflective thoughful
positive **Inspired** **Hopeful**
helpless thoughtful
encouraged Reassured motivated informed
frustrated Green
Enlightened

102 responses

Questions and feedback

Thank you

Please take 2 minutes to complete the short
Healthcare Improvement Scotland evaluation survey
using the link in the chat box
https://forms.office.com/e/Zu54up1dKg