



Healthcare
Improvement
Scotland



Staff Wellbeing for Safety

SPSP National Learning Event 2024
This breakout will begin at: 11:50

Leading quality health and care for Scotland



Welcome

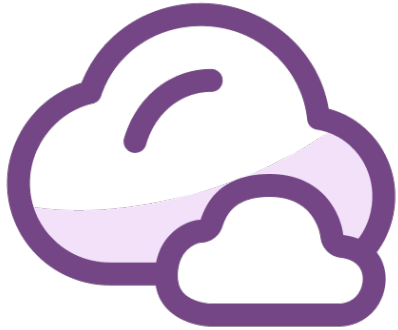
Dr Lara Mitchell,
Strategic National Clinical Lead (Acute)



- Provide an opportunity to reflect on staff wellbeing as an enabler for safety
- Explore practical steps to improve the wellbeing of new and established team members
- Share and learn with colleagues from across NHS Scotland

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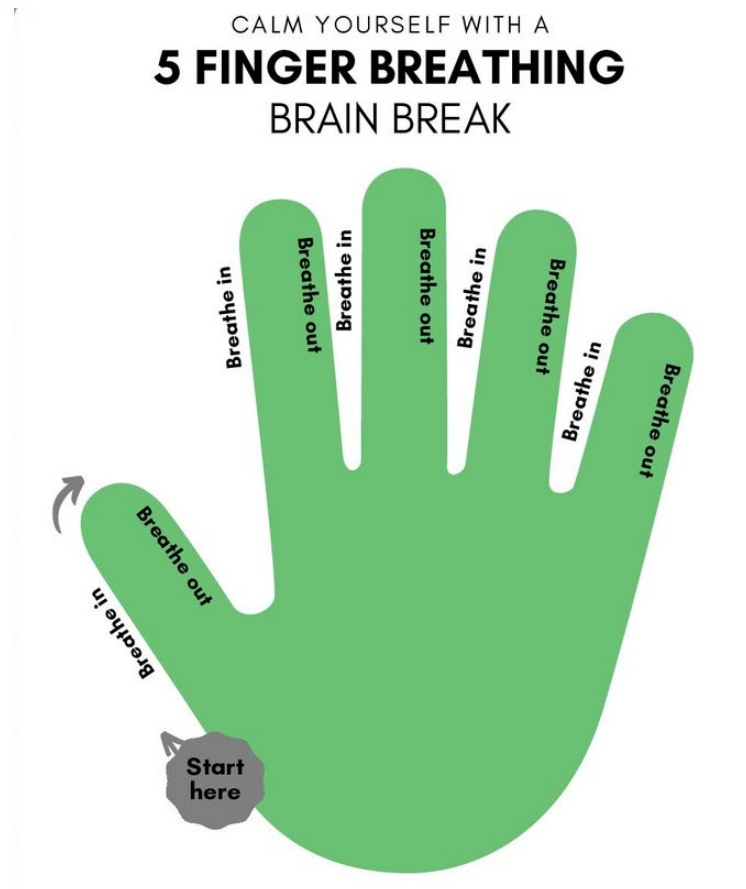
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In one word, how are you doing?

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The Power of the Pause





**SPSP aims to improve
the safety and reliability
of care and reduce harm**

Core Themes

Essentials of Safe Care

**SPSP Programme improvement focus
Maternity, Neonatal, Paediatric, Acute Care,
and Mental Health**

SPSP Learning System

SPSP Essentials of Safe Care (EoS_C)



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Aim

**To enable the
delivery of safe
care for every
person within
every system
every time**

Primary Drivers

Person centred systems and behaviours are embedded and support safety for everyone

Safe communications within and between teams

Leadership to promote a culture of safety at all levels

Safe consistent clinical and care processes across health and social care settings

Secondary Drivers

Structures & processes that enable safe, person-centred care

Inclusion and involvement

Workforce capacity and capability

Skills: appropriate language, format and content

Practice: use of standardised tools for communication

Critical Situations: management of communication in different situations

Psychological safety

Staff wellbeing

System for learning

Reliable implementation of Standard Infection Prevention and Control Precautions (SICPS)

Safe Staffing

Leadership & Culture

Primary Driver

Leadership to
promote a
**culture of
safety** at all
levels

Secondary Drivers

Psychological Safety

Staff Wellbeing

System for learning

Change Ideas

Compassionate leadership at all levels

Collective leadership approach

Structured 1:1 time

Visible supportive leadership

iMatter-listening to the workforce and identifying improvements

National health and well-being outcomes 1,8,9

Celebrate success

System for identifying the bright spots

Measurement system that enables learning

Processes in place that support the appropriate use of evidence

Staff Wellbeing as a Priority



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Caring for doctors
Caring for patients

TheKingsFund> Ideas that change health and care

The courage of compassion

Supporting nurses and midwives to deliver high-quality care

How to transform environments to support medical students

Professor Michael West

Michael West
Suzie Bailey
Ethan Williams

September 2020

Cambridge
Elements
Improving Quality and Safety in Healthcare

Workplace Conditions

Jill Maben, Jane Ball,
and Amy C. Edmondson

THIS.Institute The Healthcare Improvement Studies Institute

Scotland's
Mental Health
and Wellbeing
Vision & Priorities

Scottish Government
Riaghaltas na h-Alba



Mental Health and Wellbeing

Workforce Action Plan
2023-2025

Scottish Allied Health
Professions
Public Health Strategic
Framework Implementation Plan

2022 to 2027

UNIVERSITY OF
SURREY

Delivering healthcare: a complex balancing act

A guide to understanding and tackling psychological ill-health in nurses, midwives and paramedics



NHS RECOVERY PLAN 2021-2026

August 2021

NHS
SCOTLAND

Our Core Needs



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Autonomy

The need to have control over one's work life, and to be able to act consistently with one's values

- Authority, empowerment and influence
Influence over decisions about how care is structured and delivered, ways of working and organisational culture
- Justice and fairness
Equity, psychological safety, positive diversity and universal inclusion
- Work conditions and working schedules
Resources, time and a sense of the right and necessity to properly rest, and to work safely, flexibly and effectively

Belonging

The need to be connected to, cared for by, and caring of colleagues, and to feel valued, respected and supported

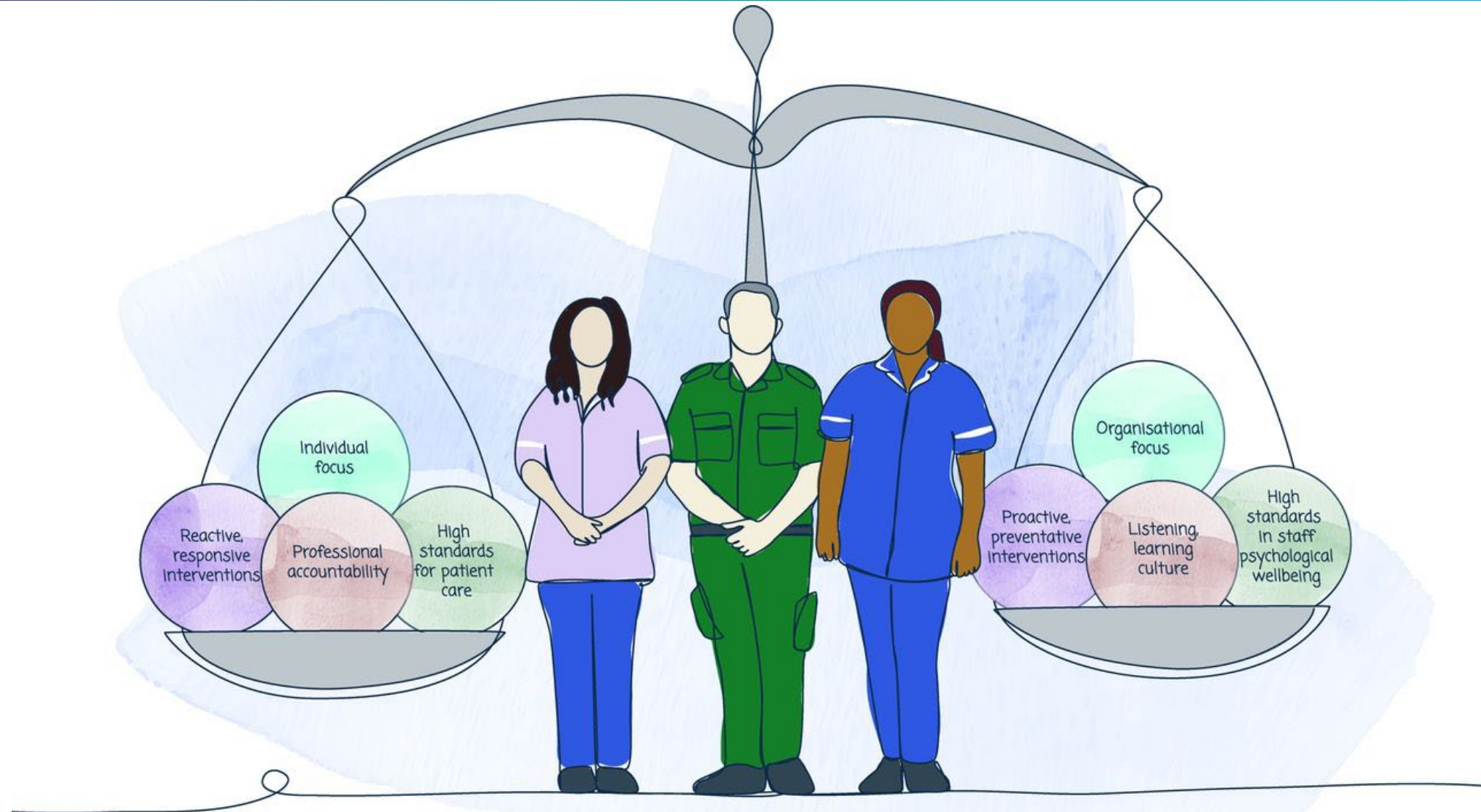
- Teamworking
Effectively functioning teams with role clarity and shared objectives, one of which is team member wellbeing
- Culture and leadership
Nurturing cultures and compassionate leadership enabling high-quality, continually improving and compassionate care and staff support

Contribution

The need to experience effectiveness in work and deliver valued outcomes

- Workload
Work demand levels that enable the sustainable leadership and delivery of safe, compassionate care
- Management and supervision
The support, professional reflection, mentorship and supervision to enable staff to thrive in their work
- Education, learning and development
Flexible, high-quality development opportunities that promote continuing growth and development for all

Delivering Care: A Balancing Act



1. What have you tried that has improved your own wellbeing?
2. What have you tried that has improved team wellbeing?
3. How might we promote the wellbeing of new team members?

Spotlight on NHS Tayside



Lisa McLaughlin

Quality Improvement Advisor for
Mental Health and Learning
Disabilities

NHS Tayside Safety & Quality Forum



Safety & Quality – Key Priorities

Staff Wellbeing

- Turnover
- Recruitment
- Violence & Aggression
- Sickness
- Opportunities for development
- Supervision
- Culture



Safer wards & Risk

- Ligature risks
- Observation Levels
- Family Involvement
- Shared Decision Making
- Restrictive Practice

Pathways of Care

- Crisis Home Treatment Team
- Transition of Care
- Admission & Discharge
- Outreach

Safer Prescribing

- Clozapine
- Lithium Monitoring

Management of Self Harm

- Monitoring Depression
- Attempted Suicide

Key Drivers

- **External Drivers**

- NCISH – National Confidential Inquiry into Suicide & Safety in Mental Health
- SPSP – Essentials of Safe Care
- National Health & Wellbeing Outcomes/Strategies
- Compassionate Leadership
- Joy in Work
- Excellence in Care

- **Internal Organisational Drivers**

- iMatters Survey
- Local Wellbeing Service
 - Team Wellbeing Champions

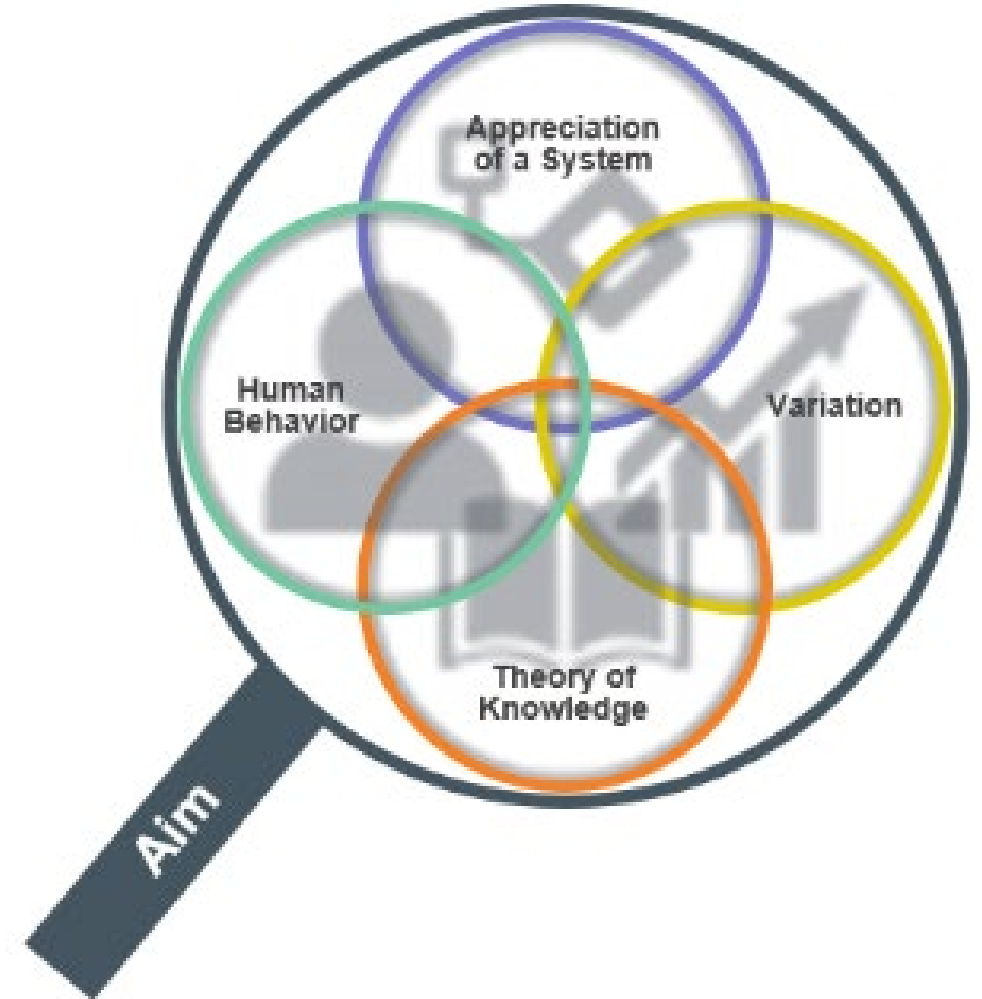
- **Organic Drivers**

- Unknown improvements



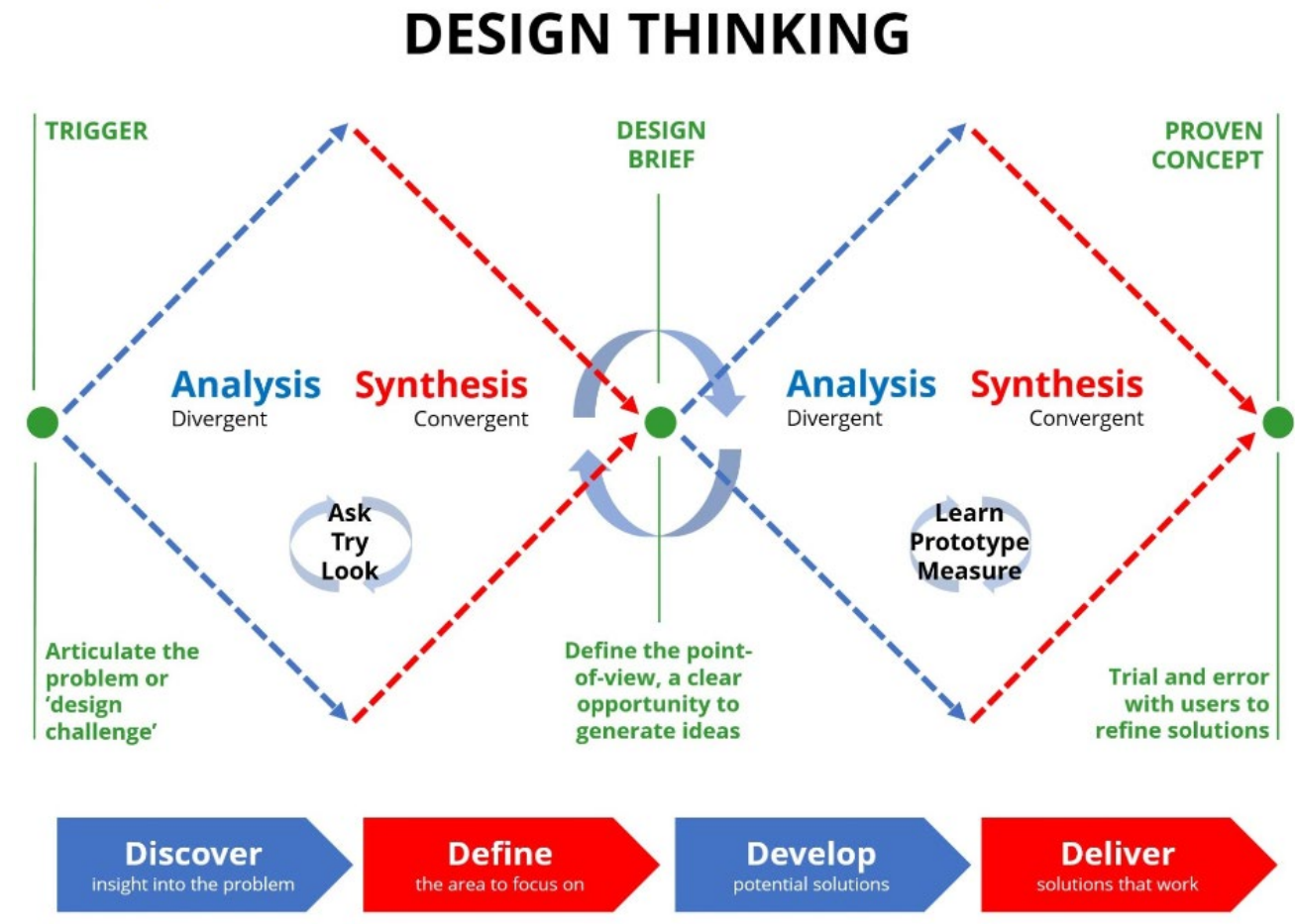
Understanding Your System/Use of QI

- What **did we know** about staff wellbeing at work at this point?
- What **did we not know** about staff wellbeing at work at this point?
- How **might we better** understand staff wellbeing at work moving forward....?



Design & Quality Improvement Principles

- **Trigger** = Safety & Quality Forum Discussions
- **Discovery** = Understanding our system across different teams
- **Define** = Aligning staff results with Maslow Model
- **Develop** = creating an aim using data to guide teams – Pareto Chart



Model for Improvement



The QI journey

Quality Improvement Journey



Progress & Next Steps



Creating Conditions

Senior Leadership engagement

Safety & Quality Forum Meetings



Leadership and Teams



Understanding Systems

Baseline data sources explored

Appreciative Enquiry with individual teams



Project Management and Communication



Developing Aims

Improvement priorities identified

Set aim statements for group & individual teams



Measurement



Testing Changes

Generate ideas to test in our teams

Use Model of Improvement to test ideas



Implement

Create Spread Plan



Spread

Share learning & networking opportunities available

Next Steps



Focus of the Next Safety & Quality Forum



Sharing Learning for Staff Wellbeing

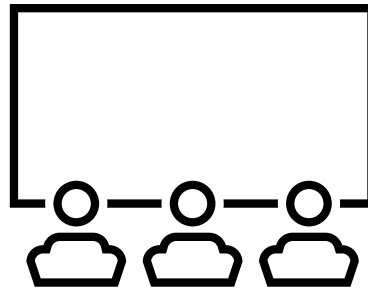


Amy Cullingworth
Senior Charge Nurse
Ward 2
Carseview Centre

Perception of Ward 2 Externally Prior to 2022

Poor student
feedback

Change being done
to the team, not with
the team



Feelings of hurt and
anger amongst staff

Exhaustion and
burnout

Low team
morale

Ward 2 – Drivers for Change

Education

- Local practice development program
- Protected weekly learning time
- Staff led learning opportunities

Leadership

- Context analysis tool utilised for exploring culture
- New nursing leadership team
- Consistent Consultant within the ward

Environment

- Addition of pool table
- New furniture for ward
- Mutual help meeting

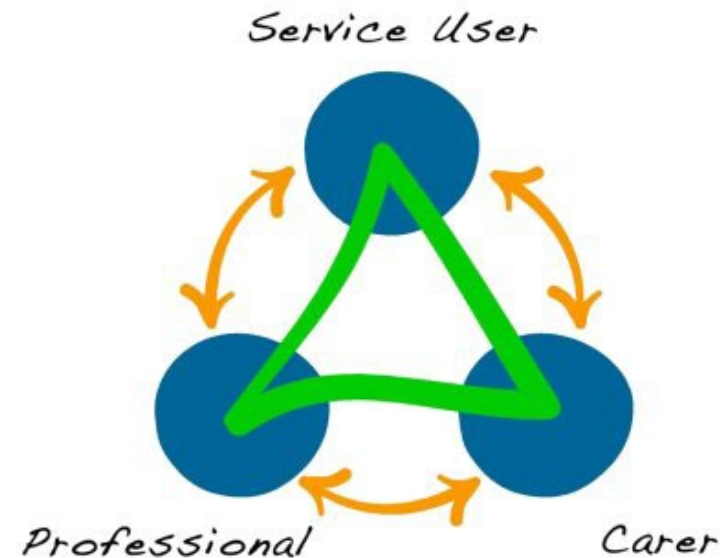
Always events

- 4pm Safety huddles
- Daily Breakfast Club
- Positive Handover

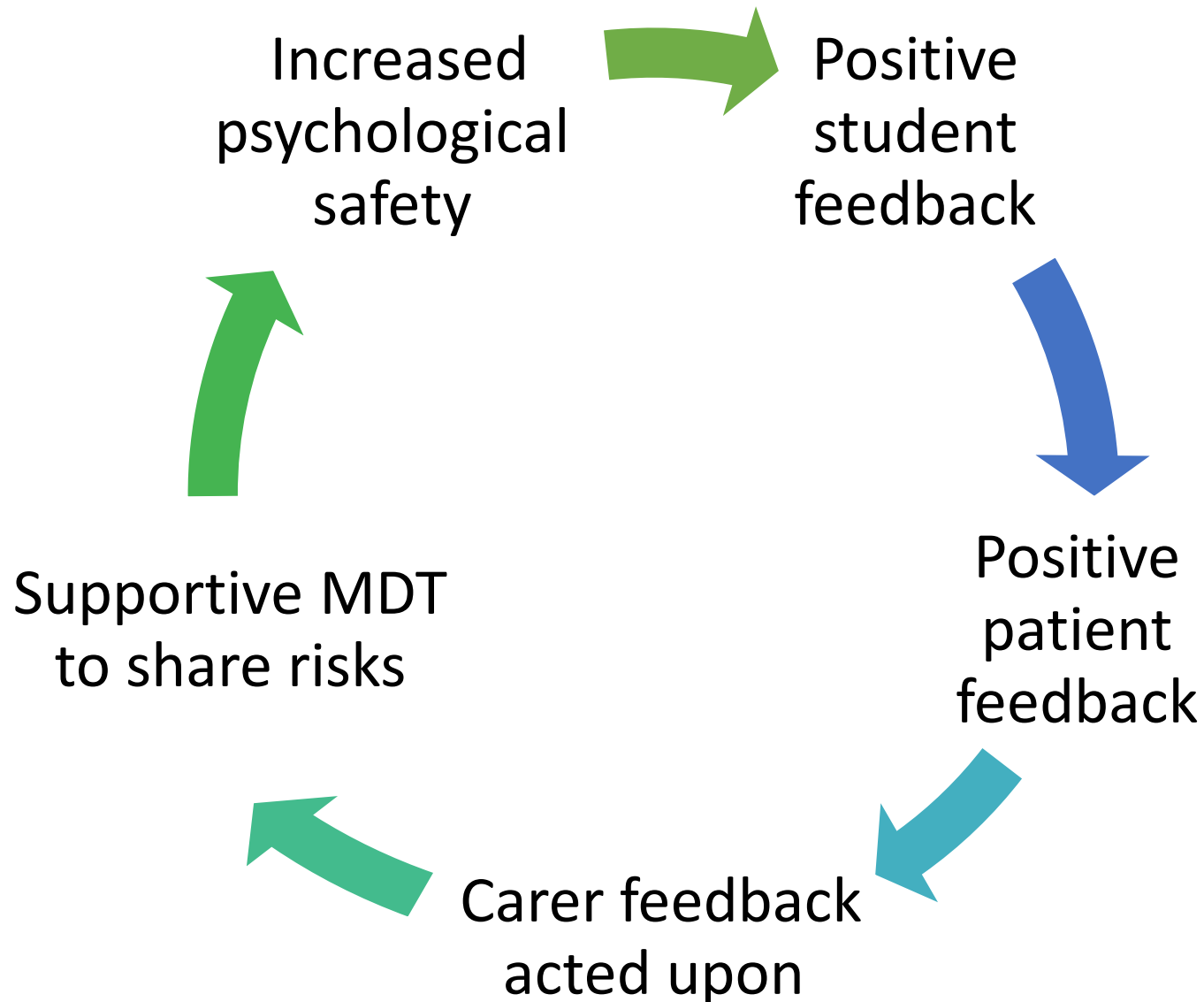
Ward Projects



Protected education time



Perception Internally Over Past 12 Months



Team motivation to change others' perceptions

Urgency and proactive approaches to improve ways of working

Sense of belonging and purpose within team

Leading change when working with complex patients in Tayside

Organic Aim(s) of Ward 2

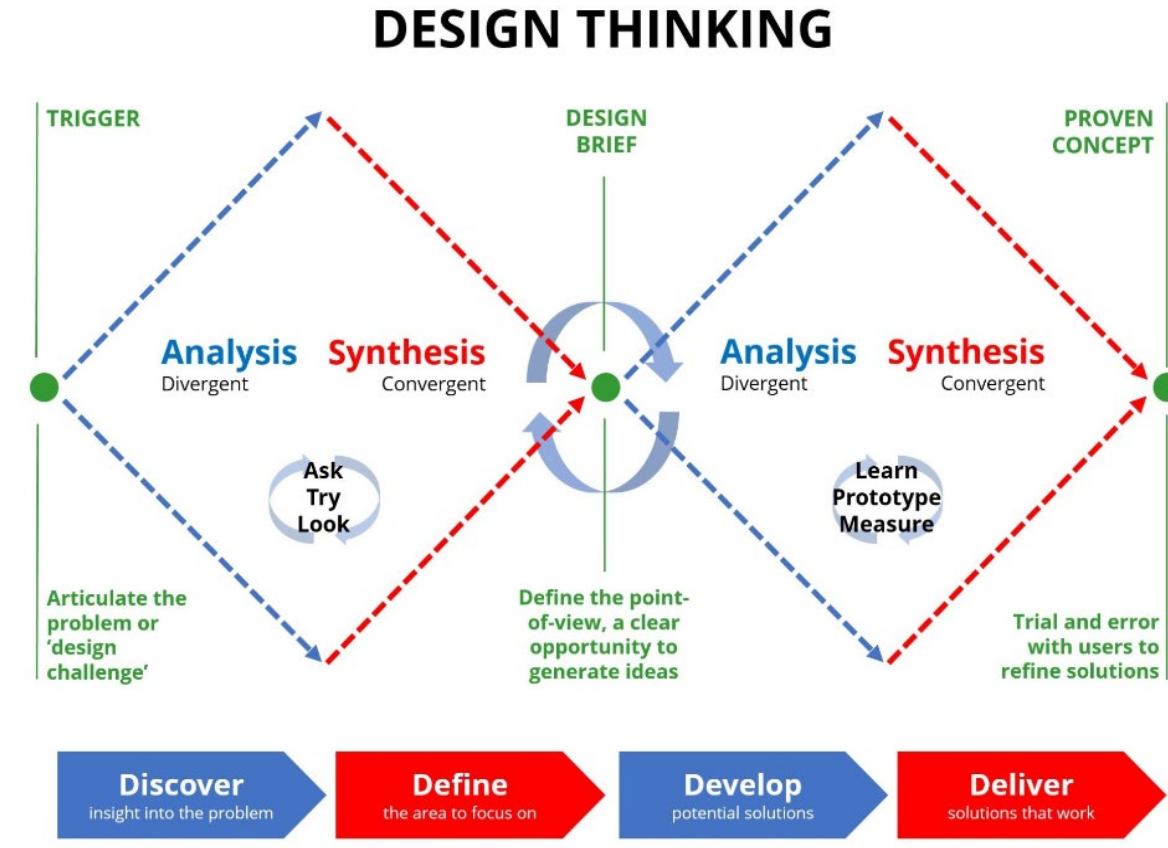
Trigger = Practice Review

Discovery = Seeking to understand & empathise with ward staff

Define = What did ward staff group want to achieve from review?

Develop = Realistic & meaningful change ideas

Deliver = An effective, supportive & motivated team



Key Learning



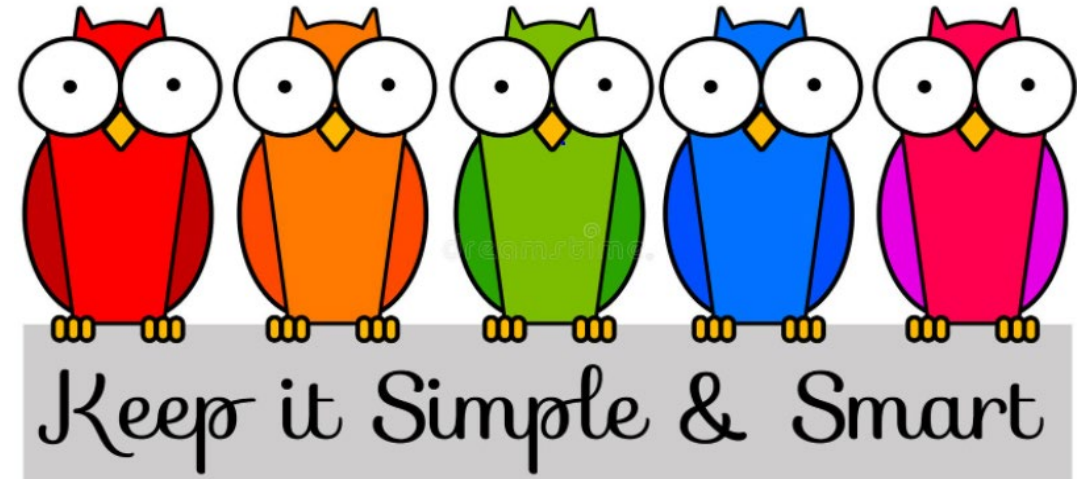
Celebrating success is a key part of SPSP Essentials of safe care.



Ward 2 sharing their experience via the Safety and Quality Forum supports them to celebrate success & share learning across the service



We all have a responsibility and accountability for wellbeing at work



Questions & Answers



Thank You



Lisa McLaughlin:
lisa.mclaughlin@nhs.scot

Amy Cullingworth:
amy.cullingworth@nhs.scot

Sharing Ideas



1. What have you tried that has improved your own wellbeing?
2. What have you tried that has improved team wellbeing?
3. How might we promote the wellbeing of new team members?

Share your ideas or work which has already been done

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What have you tried that has improved your own wellbeing?

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What have you tried that has improved team wellbeing?

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How might we promote the wellbeing of new team members?

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Windows and Resources



Leadership Walkrounds



Schwartz Rounds
Point of Care Foundation



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Staff wellbeing. How would you rate this breakout session in terms of usefulness (5 being most useful)?

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Staff well being. Did you learn something new from attending this breakout session?

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Staff wellbeing. Please can you expand on your answer to the above question?

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Staff wellbeing. What would have made this session even better?

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Staff wellbeing. What are the next steps in your improvement work following this breakout session?

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5 Lessons to Promote Wellbeing

1

Look after
yourself

2

Share
your
efforts

3

Increase
the size of
your
squad

4

Get a
mentor,
be a
mentor

5

GROW,
get
involved,
rekindle

Dr Christopher Healey

Consultant Gastroenterologist,
Airedale NHS Foundation Trust



Reflections



CREATE

Thank You



 his.acutecare@nhs.scot

 @SPSP_AcuteAdult

Lunch and Afternoon Session

- Lunch served in Beardmore Restaurant
- Lunchtime poster networking session commences 13.20 – 13.55 in Creation Room
- Afternoon breakouts commence 2pm
 - Using real-time system capacity data to inform decision making for safe and timely discharge from mental health services. ([Innovation room](#))
 - SPSP Acute Adult falls and deteriorating patient: Holding the gains ([Inspiration 2&3](#))
 - Inequalities and patient safety: the quality improvement approach ([Main plenary room](#))
 - HIS Leadership Session ([Inspiration 1](#))