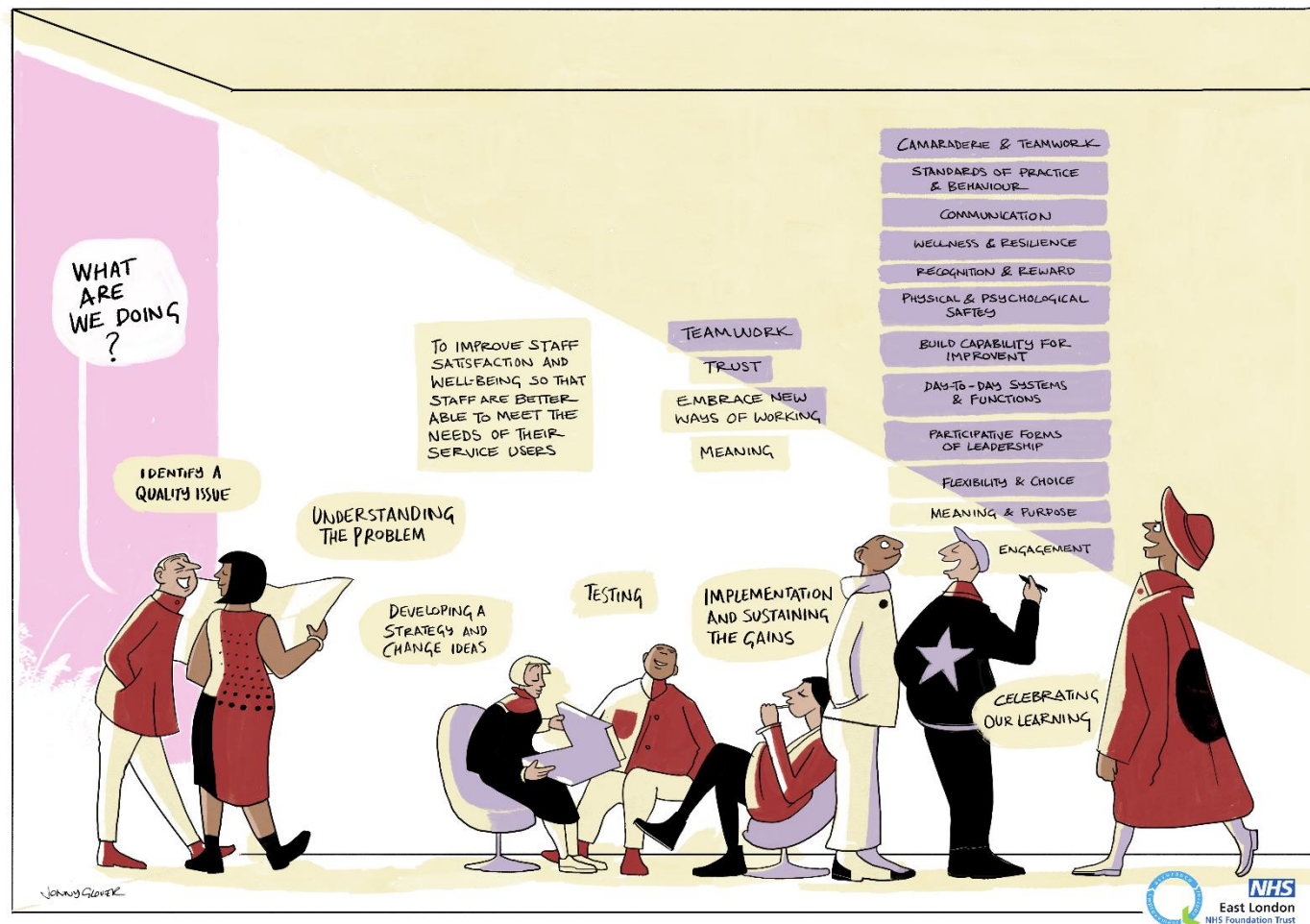


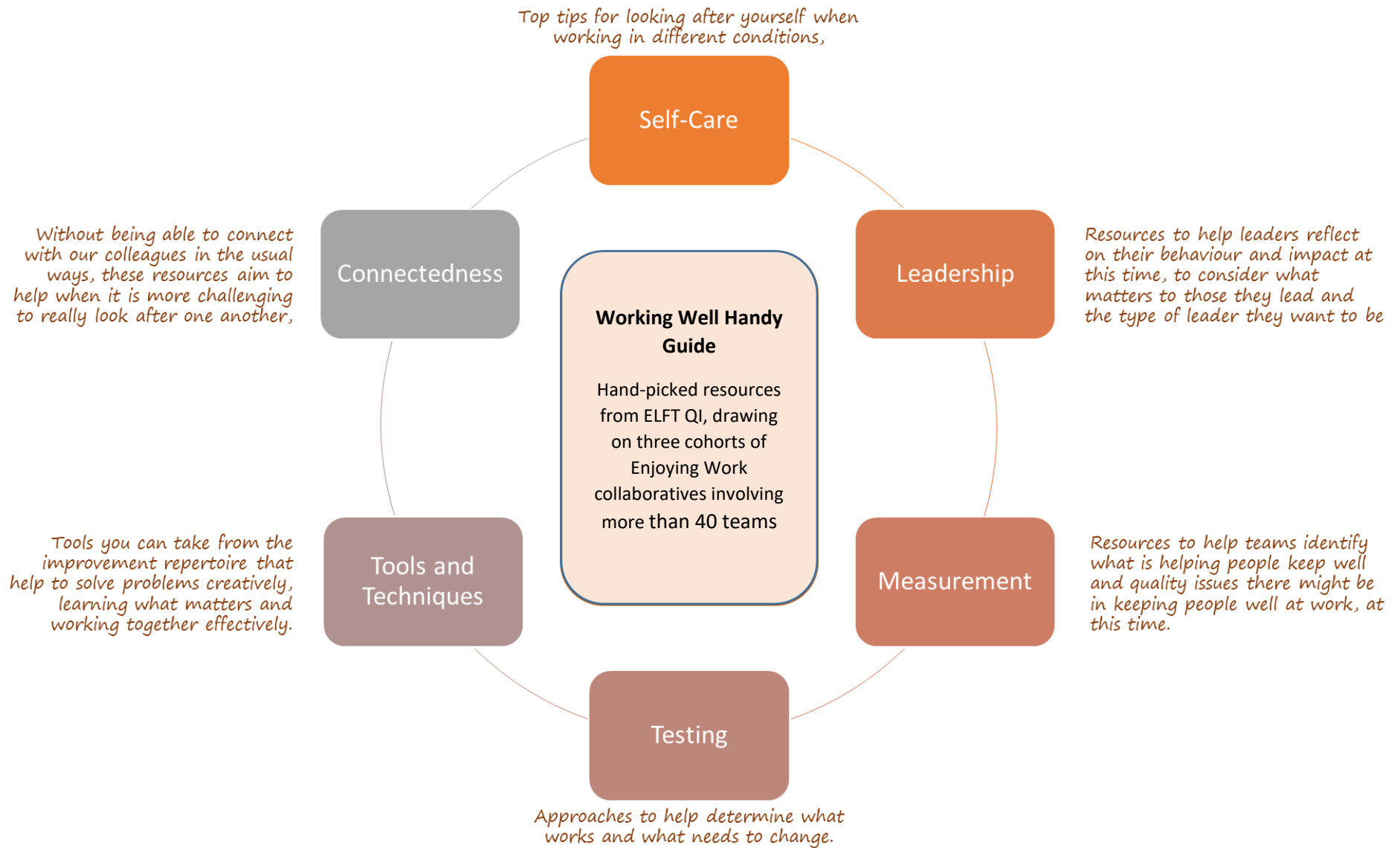
Working Well Handy Guide

A quick reference guide for teams to use to build staff satisfaction and wellbeing using quality improvement (QI) approaches, without needing a QI project. Building on 4 years of 'Enjoying Work' projects in 40+ teams at ELFT.



Watch this short video by Amar Shah, Chief Quality Officer, introducing the guide:







Contents

Step	Resources	Purpose
Identifying the Quality Issue	Simple task to try with your team	To identify emerging themes or recurring issues that are negatively affecting staff or the functioning of the team
Understanding the problem	The role of leaders	Top tips for leaders and how to understand if your team are ready to focus on this work
	Baseline measurement	How to collect baseline data to measure where you are starting from
	Maslow's Hierarchy of needs exercise Appreciative Inquiry	How to understand your team's needs and what matters to them.
Developing a strategy and change ideas	Nominal Group Technique	Quick and easy way of generating change ideas with a guide on how to do this virtually
	Top tips from Enjoying Work project teams Top tips from the Quality Improvement team	Change ideas you can modify and adapt to test out with your team
Testing and creating feedback loops	Plan Do Study Act Cycles	Method for testing your change ideas and learning what works, does not work or needs to be adapted
Implementation and sustaining the gains	Implementation Steps	How to make sure that successful changes are embedded into daily routines.
Storytelling	Storytelling guidance and templates.	How to share the progress, efforts & lessons from your team throughout your journey.



Identifying the Quality Issue

This is about paying attention to the sentiment of the team to identify emerging themes or recurring issues that are negatively affecting staff or the functioning of the team.

Suggestion:

At your next team huddle or team meeting, have an open and honest discussion about whether there is more you could be doing as a team to improve the wellbeing and cohesion of the team.



Understanding the Problem

In this step, the team seeks to drill-down into the opportunity there is to improve their experience and wellbeing, valuing and hearing from as many voices as possible in the team. This will help shape what they work on together and what they want to achieve in terms of building up the team as a whole and the staff.

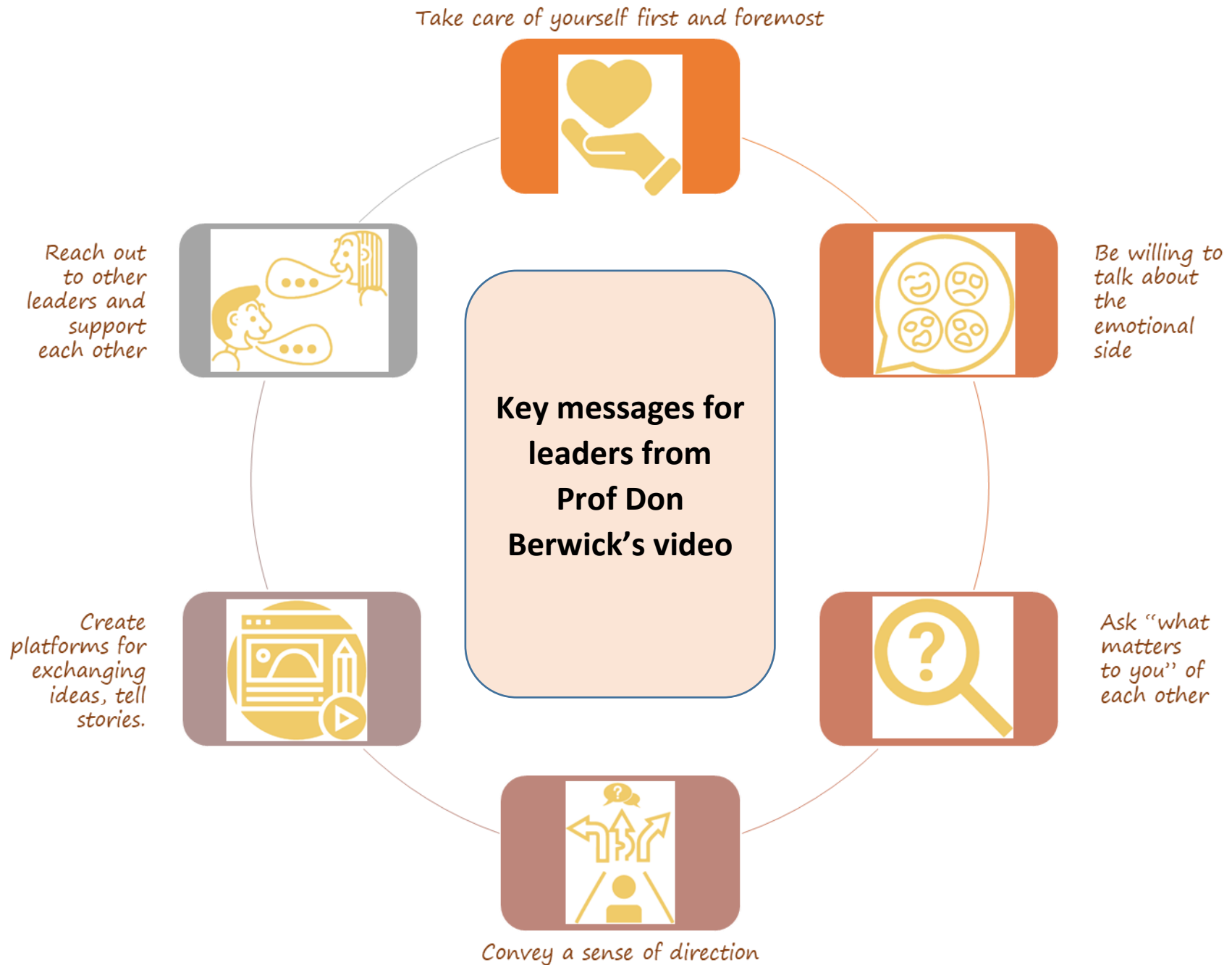
The Role of Leaders

Introduction:

The role of leaders in the wellbeing of people at work They are intended to help you reflect on your role in the wellbeing of the people you lead, and to help you to develop your effectiveness as a leader in promoting wellbeing.

Suggestion:

Watch this [3-min video](#) by Professor Don Berwick (President Emeritus at the Institute for Healthcare Improvement) about how to lead teams during Covid-19. Here is a summary of the key points of this talk. We encourage you to reflect on these in your role as a leader at the current time, and in particular how you are role modelling and promoting wellbeing at work.



Further Resources:

Topic	Source	Link to resource
IHI Framework for Improving Joy in Work	Perlo J, Balik B, Swensen S, Kabacene A, Landsman J, Feeley D. IHI Framework for Improving Joy in Work. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017. (Available at ihi.org)	The IHI Framework for Improving Joy in Work
Leadership Behaviours (Yukl, 2013)	Donna Willis, Associate Director of People and Culture at ELFT, at ELFT Enjoying Work Cohort 3 learning set 3, in 2019.	Leadership behaviours
Healthcare Leadership Model (2013)	NHS Leadership Academy	Healthcare Leadership Model
Happiness at work	Henry Stewart from Happy, at ELFT Enjoying Work Cohort 3 learning set 3, in 2019.	3 min video
Leading through Covid 19	The Kings Fund	Leading through Covid-19

Measurement

Introduction:

One core principle that can help any improvement effort to be meaningful and relevant is measurement. Just before starting any work, measurement can help a team understand why this effort is meaningful and what specifically to focus on. As changes are tested, measurement will also help identify whether the changes that are being made are leading to improvement. Measuring and sharing the data can help keep people engaged in the effort and help tell the story of the improvement. It's important to keep your measurement simple and relatable. Try and embed the data collection into an already existing process, better still – use measures you already have.

Watch this short video by Amar Shah, Chief Quality Officer, talking about measurement:



Suggestion:

Whether your team are working from the same location, virtually or mixture of both you can use all or some of these four simple questions from the “Check-in” app to get a baseline of where things are and on a regular basis to see how you are getting on:

Questions:

- 1a. How are you today? (1=Low to 10=High) (Quantitative)
- 1b. Say more if you wish about how you are today (Qualitative)
- 2a. How is your team today? (Quantitative)
- 2b. Say more if you wish about how your team is today (Qualitative)
3. What is NOT working well today? (Qualitative)
4. What is working well today? (Qualitative)

Collection methods:

- The “Check-in App”
- You can ask these questions during team huddles
- You can use free online survey tools like Survey Monkey, Microsoft Forms, Menti

Feedback Loop:

- Share back the data as close to real-time as possible
- Use the data and discussions from that data to plan test of change

Further Resources:

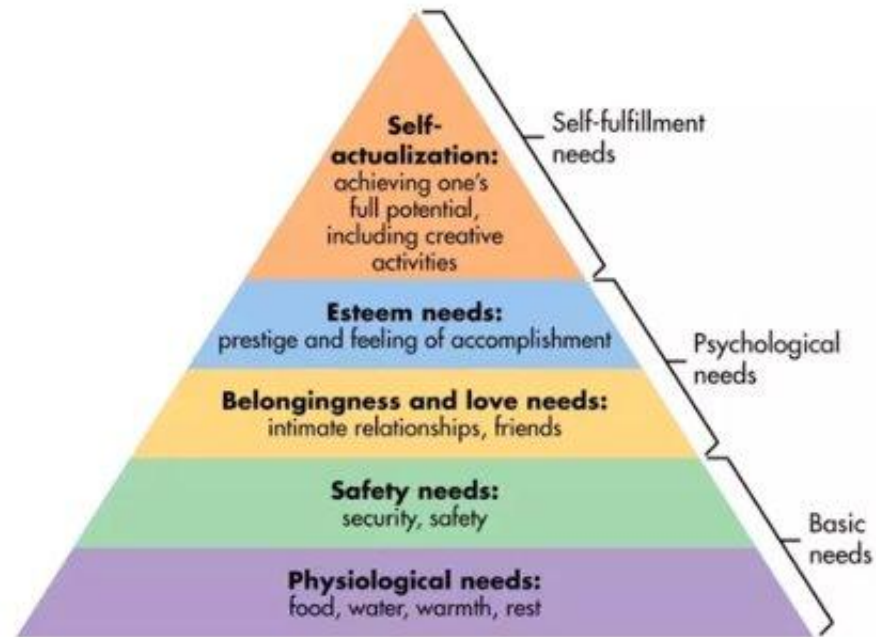
Topic	Source	Link to resource
A quick and easy option is to use emoji’s to get a sense of how the team are doing.	ELFT Quality Improvement Department	Checking in with your team

What matters to you and where do we want to be?

Maslow’s Hierarchy of Needs

Introduction

Maslow’s hierarchy of needs is a motivational theory in psychology, it is often shown visually as a five-tier hierarchical pyramid. Needs lower down the hierarchy must be satisfied before individuals can attend to the needs higher up. It can be a really helpful tool to think about your own and your team’s hierarchy of needs and how you will adapt to fulfil these when working in different conditions.



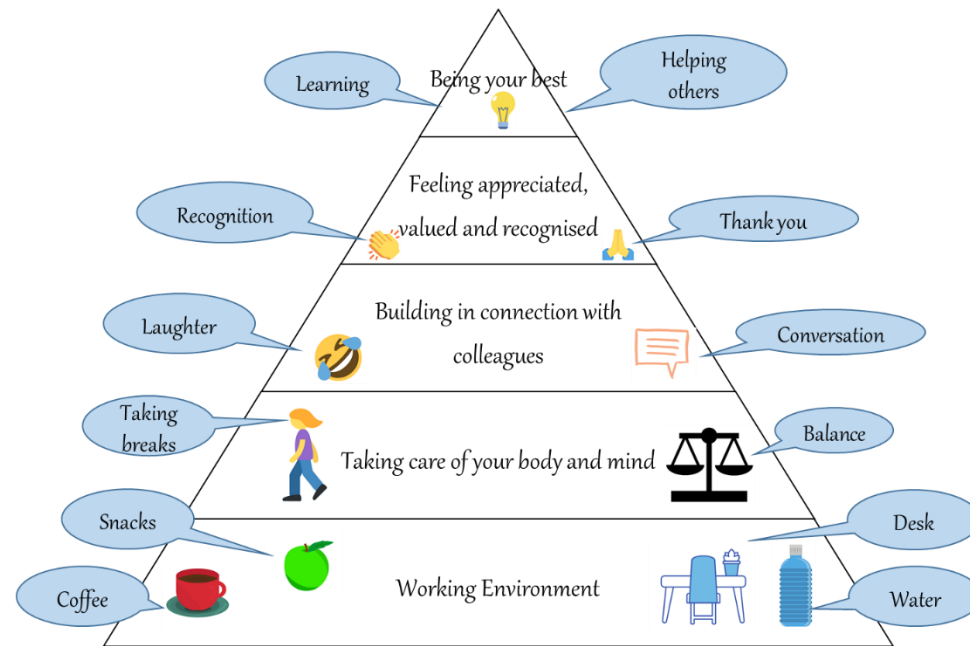
Suggestion:

This can be a quick and simple exercise to do with your team:

1. Create an anonymous survey on [Mentimeter](#), a free online tool, using the Word Cloud option. Set a question for each section of Maslow's hierarchy of needs filling in the bank - "What matters to you when it comes to your needs at work?"
2. Ask you team each question in turn, spending about 5 minutes on each to give your team time to share their thoughts anonymously in a few words
3. Once all five questions have been answered, circle back and review the responses together as a team and discuss the themes that are emerging
4. These responses can then help develop your strategy and build your driver diagram, using Nominal Group technique can help you with, details on these tools can be found in the Developing a Strategy and Change Ideas section.

Example:

The QI Department ran through the exercise above and below is the hierarchy of needs we created.



- [Here's the results from the QI Dept](#)

Further Resources:

Topic	Source	Link to resource
Appreciative Enquiry - A really helpful tool to use with your team to reflect on their experiences at work and build on the things that are working well and contribute to them having a good experience at work.	ELFT Quality Improvement	Appreciative Inquiry
Example - A story from a team in Bedfordshire and Luton who ran an Appreciative Inquiry at their away day.	Dr. Sara Rasool. ELFT	Story



Developing a strategy and change ideas

In this step you bring together everything you have learnt so far as a team about how things are and where there is opportunity for improvement. You use that to develop your strategy for what you are going to focus on specifically that will have the greatest impact on staff experience and wellbeing.

Watch this short video of Amar Shah, Chief Quality Officer, introducing the nominal group technique.



Nominal Group Technique

Introduction:

Nominal Group technique is a quick and easy way of generating ideas in a group in a way that allows everyone's ideas to be heard doing this.

Suggestion:

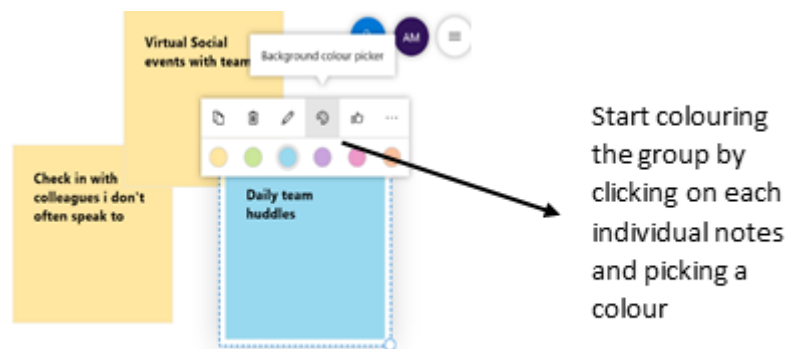
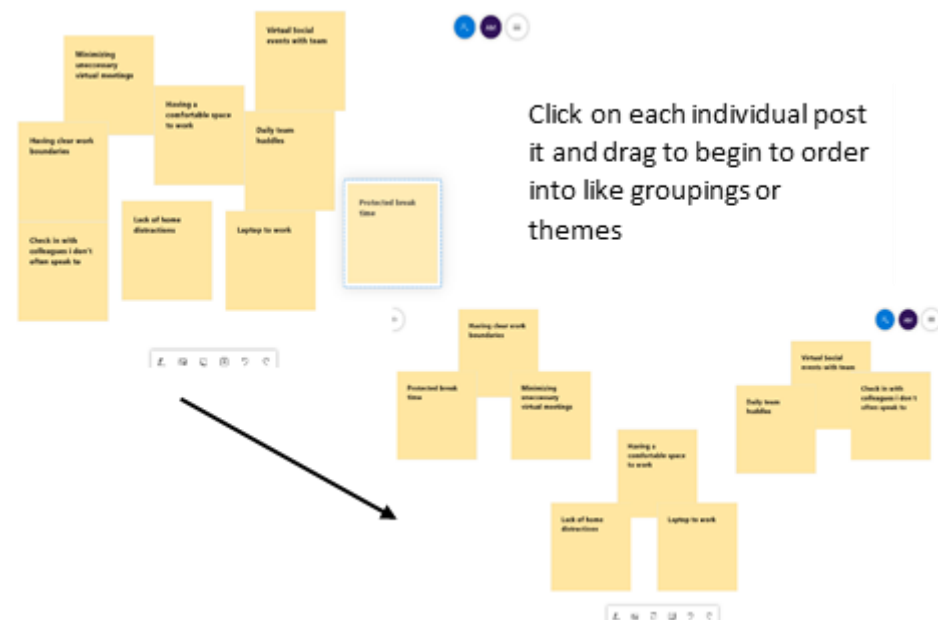
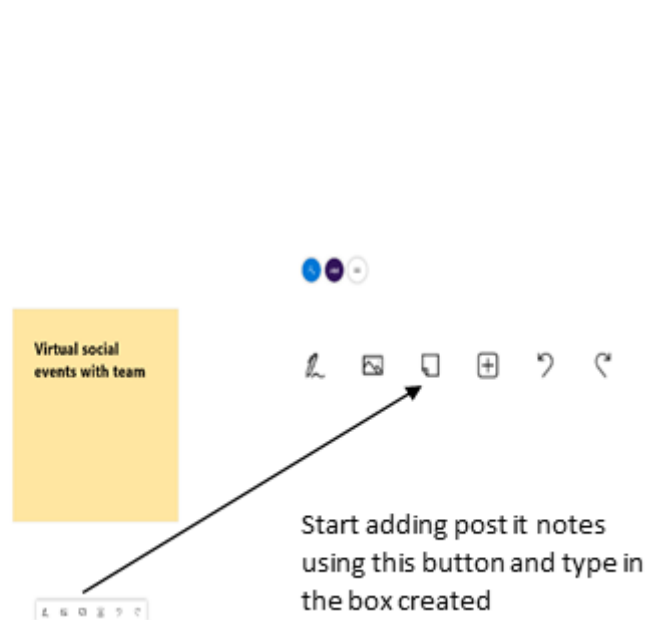
To do this, we typically provide post-it notes to the group. (1) You then ask people individually to write one idea relating to a problem per post-it note. They can write as many ideas as they like but each new one must go on a new post-it note. (2) After that you bring them all together and try and group them into themes of ideas. (3) Each theme is then given a heading. Find out more about NGT here <https://qi.elft.nhs.uk/resource/nominal-group-technique-ngt/>

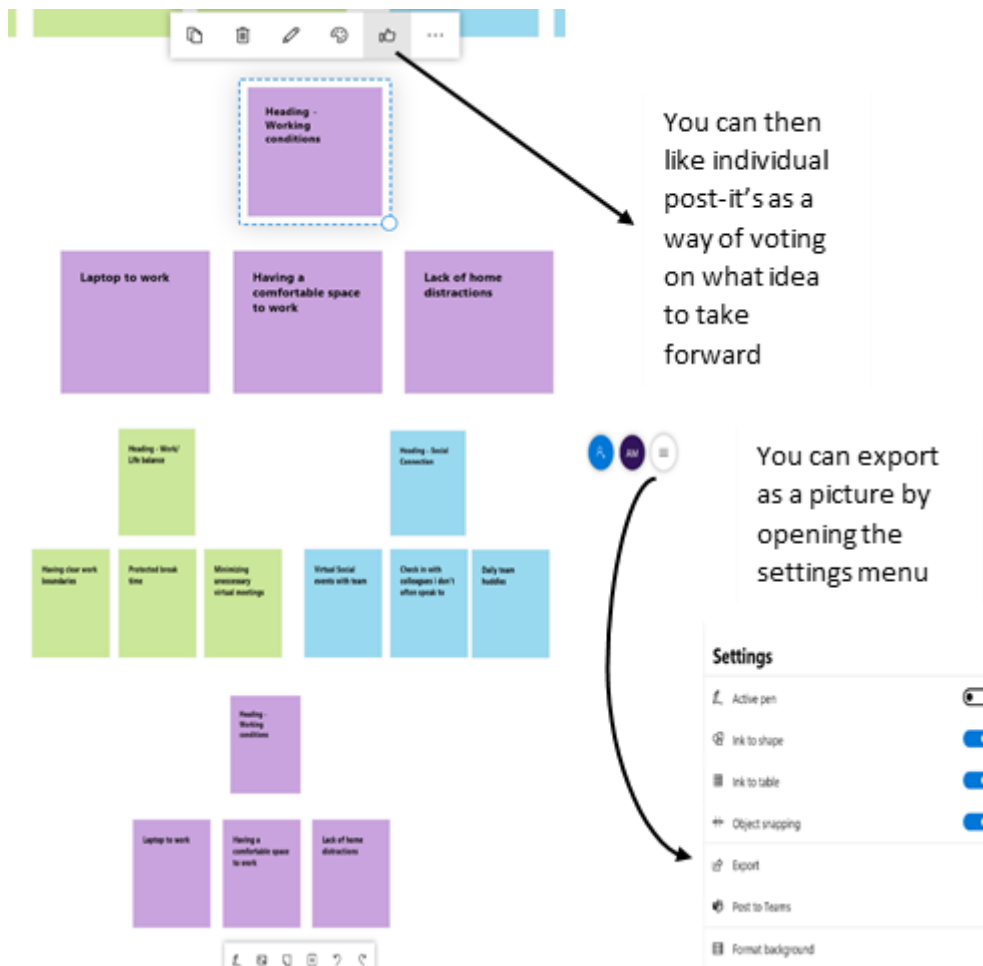
How can we do this virtually

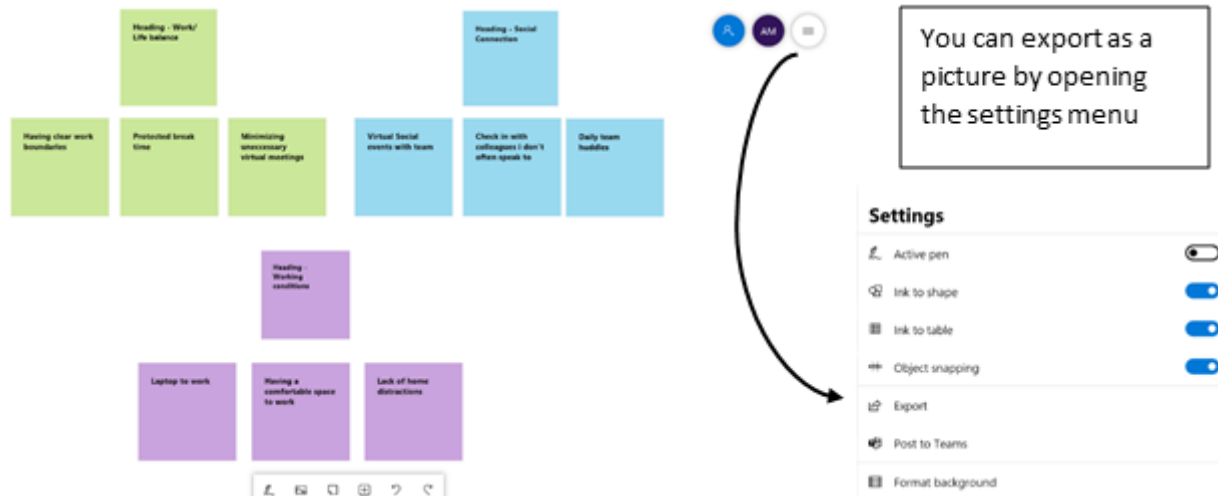
One way in which you could do this virtually is to use the Microsoft Teams app whiteboard feature.

Whiteboard – Invite someone to collaborate on the board with you from your team

1. Create a new whiteboard
2. Invite those from your team to collaborate on it – Either by inviting or via the share to Microsoft Teams button
3. Each person then adds a post-it note and then typing whatever idea they have
4. Each person repeats this for each idea they have until you are all out of ideas
5. Agree that a couple of people start theming the ideas by dragging the post-it notes so they sit together
6. Colour the different groups you have and give each a heading
7. You can vote on individual change ideas by clicking on them and pressing the like button







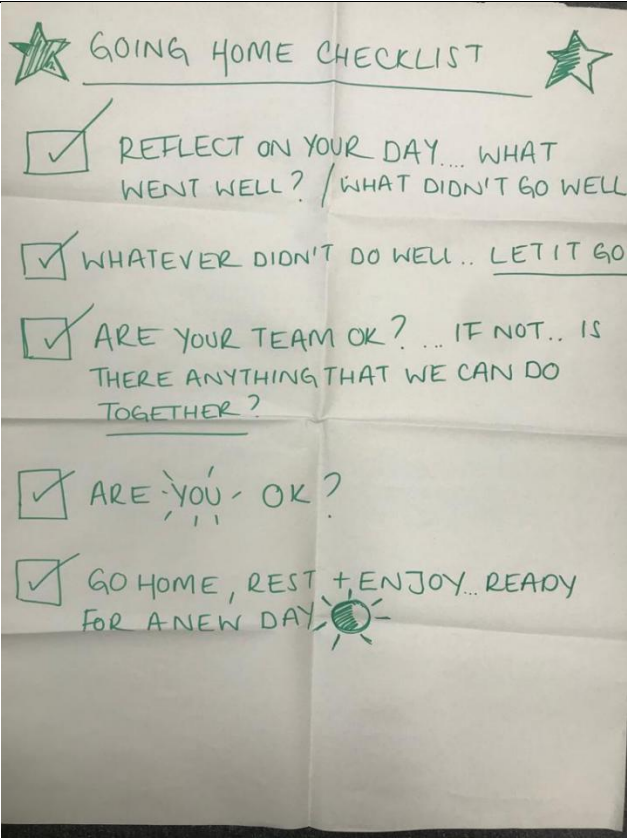
Top Tips from Enjoying Work Project Teams

Introduction:

Below are some top tips for looking after yourself and your team which some of the 40+ Enjoying Work project teams from across ELFT have tested out. These might be things that you want to test with your own team.

Suggestions:

Tip	Description	Link to Resource
Gratitude Practice	It has been shown that people who are grateful are more likely to be happier and more fulfilled, practicing gratitude is also very helpful for coping with stress. It is often much easier for us to focus on the negative things going on around us than it is to recognise the positive and the good things going on. “Three good things” is a practise which can help to develop the habit of being grateful and taking the time to notice the good things that happen in our day. Below are the steps to get started: 1. Every day – think back to your day and remember 3 good things that happened in your day, however small these might be 2. Write them down – use a separate notebook or place to keep these 3. Think about the why – for each thing you noted think about why it happened and why you felt good about this 4. Look back – after a week look back through what you have written down. How does reading through these things make you feel? 5. Keep it up - try keeping this up for a few weeks!	(Adapted from www.actionforhappiness.org) Follow these links for further information on “Three good things” and the practise of gratitude: https://hbrascend.org/topics/how-to-trigger-gratitude-in-ourselves-and-others/ https://www.actionforhappiness.org
Going home check lists	Building on your team’s collective understanding of what each other’s needs are, designing your own “Going Home Checklist” as a way of helping your team switch off at the end of the working day may be useful. This could incorporate the idea of including “Three good things” as a positive reflection on the day, checking in with colleagues, checking in with yourself and switching off for home. Below is an example from one of the previous ELFT Enjoying Work collaborative teams.	https://www.dbth.nhs.uk/wp-content/uploads/2019/03/GoingHomeCheckList.pdf

	 ★ <u>GOING HOME CHECKLIST</u> ★ ☒ REFLECT ON YOUR DAY... WHAT WENT WELL? / WHAT DIDN'T GO WELL ☒ WHATEVER DIDN'T DO WELL... <u>LET IT GO</u> ☒ ARE YOUR TEAM OK? ... IF NOT.. IS THERE ANYTHING THAT WE CAN DO <u>TOGETHER?</u> ☒ ARE YOU - OK? ☒ GO HOME, REST + ENJOY... READY FOR A NEW DAY ☀	
Top Tips from the Quality Improvement Department	The QI and QA department have been testing out remote working using Plan Do Study Act Cycles, a summary of the learning is in the table below:	https://qi.elft.nhs.uk/qi-qa-department-tests-remote-working/

	Key learning: <table> <tr> <th>What worked well?</th><th>What didn't?</th><th>What can we do to improve?</th></tr> <tr> <td> • Good quality technology • Using SharePoint • Not having to rely on K Drive • Fewer emails • Joy at work – camaraderie • Feeling more connected as a team • Developing weekly objectives • Developing a business continuity plan • Work much more transparent across the team • 3pm '15 minutes of fun' huddles • Found new way of working – quickly • Felt updated with Trust plans • Good humour </td><td> • Tech gremlins • Challenge to manage pace and energy • Sitting down all day • Chaos of multiple chat groups • Some actions lost if asked on 'chats' • Felt busier than before • Not taking breaks • Back to back meetings • Changing objectives and tasks • Broadband issues • "Intensity" • Loneliness if home alone • Risk of putting on weight no exercise • Risk of micro management • Lack of focus • Reduced travel time but more meeting </td><td> • Factor in breaks • Reduce number of meetings • Develop etiquette around group chat • Factor in exercise • Develop standard operating procedure for remote working • Maintain the trust values in remote working • Create 'social' groups on MS teams to reduce distractions • Use '7 step meeting process' with remote meetings </td></tr> </table>	What worked well?	What didn't?	What can we do to improve?	• Good quality technology • Using SharePoint • Not having to rely on K Drive • Fewer emails • Joy at work – camaraderie • Feeling more connected as a team • Developing weekly objectives • Developing a business continuity plan • Work much more transparent across the team • 3pm '15 minutes of fun' huddles • Found new way of working – quickly • Felt updated with Trust plans • Good humour	• Tech gremlins • Challenge to manage pace and energy • Sitting down all day • Chaos of multiple chat groups • Some actions lost if asked on 'chats' • Felt busier than before • Not taking breaks • Back to back meetings • Changing objectives and tasks • Broadband issues • "Intensity" • Loneliness if home alone • Risk of putting on weight no exercise • Risk of micro management • Lack of focus • Reduced travel time but more meeting	• Factor in breaks • Reduce number of meetings • Develop etiquette around group chat • Factor in exercise • Develop standard operating procedure for remote working • Maintain the trust values in remote working • Create 'social' groups on MS teams to reduce distractions • Use '7 step meeting process' with remote meetings	
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Remote Working Top Tips

Below are some top tips that a team have found useful for working remotely and under different conditions in response to Covid-19 . These might be things that you want to test with your own team.

Tip	Description	Link to Resource
Maintaining a routine	Humans are creatures of habit so keeping to a similar routine each day can be really helpful, so try and stick to a similar routine each day. Having a simple timetable can be really helpful to manage this and keep routine in your day.	
Having a to do list	this can help keep structure and focus to your day, try and think about how much time you might need for each task and it is helpful to prioritise the list. Using the Must, Should, Could, Won't do this time (MoSCoW) prioritisation is a technique that might be helpful to decide on where to focus attention.	

	MoSCoW Prioritisation A way of deciding what to do next on your to do list <table><tr><th>Must</th><th>Should</th><th>Could</th><th>Would</th></tr><tr><td> • ... • ... • ... Need to do... </td><td> • ... • ... • ... Important to but could do be done later... </td><td> • ... • ... • ... Desirable but not an immediate priority... </td><td> • ... • ... • ... Would like to do but won't do now... </td></tr></table>	Must	Should	Could	Would	• ... • ... • ... Need to do...	• ... • ... • ... Important to but could do be done later...	• ... • ... • ... Desirable but not an immediate priority...	• ... • ... • ... Would like to do but won't do now...	
Must	Should	Could	Would							
• ... • ... • ... Need to do...	• ... • ... • ... Important to but could do be done later...	• ... • ... • ... Desirable but not an immediate priority...	• ... • ... • ... Would like to do but won't do now...							
Connecting with others	try to make sure you connect with your team in some way each day, this could be through a short daily huddle or check-in, be sure to give everyone an opportunity to speak by going through each person in turn. It is also helpful to consider connecting one to one with individuals in your team, perhaps by setting up a virtual coffee or shared lunch with someone you do not connect with as often. If you are using a virtual platform even just having you video on will help you feel more connected to those around you. It is also important to think about social connection, so try setting up a virtual lunch or a an after work activity with your team each week.									
Taking breaks	When we are at work and working with colleagues under normal circumstances it is normal for us to stop for a chat with colleagues, move from our desk and move to a different location for a meeting. Just because you are working from home it does not mean that you do not need to take breaks in fact they are even more important, especially if you are working on a screen all day! Putting in daily calendar invites or setting an alarm on your phone to remind yourself to take these can be helpful, you can also add them as an item on your to do list for the day.									
Movement	As well as taking breaks, make the time to move around and avoid sitting in for too long, trying moving every 30 minutes or so. We might be limited to staying inside at the moment, but standing up stretching, moving to another room and even marching on the spot are great ways helping you to be more productive and take care of yourself.									

Further Resources:

Here are some other useful wellbeing resources that you may find helpful

Topic	Source	Link to resource
Physical Wellbeing	simple desk based exercises from the Chartered Society of Physiotherapy that you can try	https://www.csp.org.uk/public-patient/keeping-active-healthy/staying-healthy-work/desk-based-exercises
NHS 'One You'	helpful advice, links to free apps and free exercise videos.	https://www.nhs.uk/oneyou/for-your-body/
	The NHS Live Well site also has some great ideas, tips and guides.	https://www.nhs.uk/live-well/exercise/
	Every Mind Matters is a free NHS resource that has lots of advice and practical tips for looking after your mental health during this current time.	https://www.nhs.uk/oneyou/every-mind-matters/
	"Your Mind Plan" quiz to help get the most useful top tips and advice for how you are feeling	https://www.nhs.uk/oneyou/every-mind-matters/your-mind-plan-quiz/
Mindfulness	Mindfulness meditation is a practise that can impact positively on both mental and physical health. Research has shown that it can help reduce stress, improve sleep and increase focus. There are plenty of free to access mindfulness resources available online via The Free Mindfulness Project and Headspace are offering free access for NHS employees	http://www.freemindfulness.org/download https://www.headspace.com/nhs



Testing and creating feedback loops

This where your team will spend most of its time – testing ideas at a small-scale as quickly as possible and learning from those tests before scaling up successful tests.

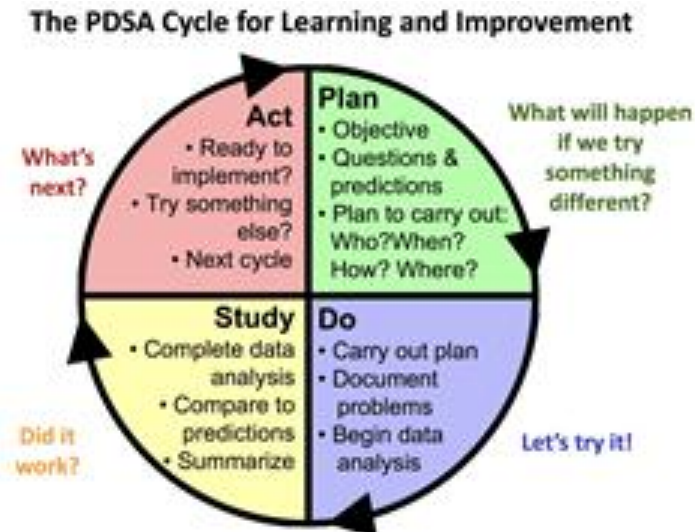
Watch this short video from Amar Shah, Chief Quality Officer, introduction the Plan-Do-Study-Act (PDSA) cycles:



Plan-Do-Study-Act Cycles

Introduction

PDSA cycles allow you to test your ideas and learn what works or doesn't work then adjust your approach. The idea is to start testing as soon as possible, don't wait for the best conditions. Run a small test e.g. one staff member, one hour and loop back to review what you learnt from the test. In most cases, you will need to adjust your change idea through a number of PDSA cycles before it starts to work reliably. The key is to have a specific question you want to answer from the test and a prediction of what will happen from running the test.



Suggestion

- 1) Plan:
 - From the ideas that have been generated by your team, vote on one that most people believe will have the biggest impact and is easy to test tomorrow with just one or two staff.
 - Decide on the objective of the test, the question the test will answer and a prediction of the outcome of the test.
- 2) Do:
 - Run the test just once, take note of any observations and those linked to your prediction.
- 3) Study:
 - Review what was observed during the test and compare with the initial prediction.
- 4) Act:
 - For that same idea decide whether to adapt, scale-up, adopt or abandon it.
 - Share the data and lessons with your team then plan your next test.

Example

Have a look at two PDSA cycles run by one team around the possibility of working remotely in response to the COVID-19 pandemic - <https://qi.elft.nhs.uk/qi-qa-department-tests-remote-working/>

Other Resources

Topic	Overview	Link to resource
PDSA Overview	An overview of PDSA including some short videos.	PDSA
'Life QI' for recording your PDSAs	Life QI is the Trust's QI project management system. You can create a personal project to store your PDSA information. Further guidance can be found here	Life QI



Implementation and sustaining the gains

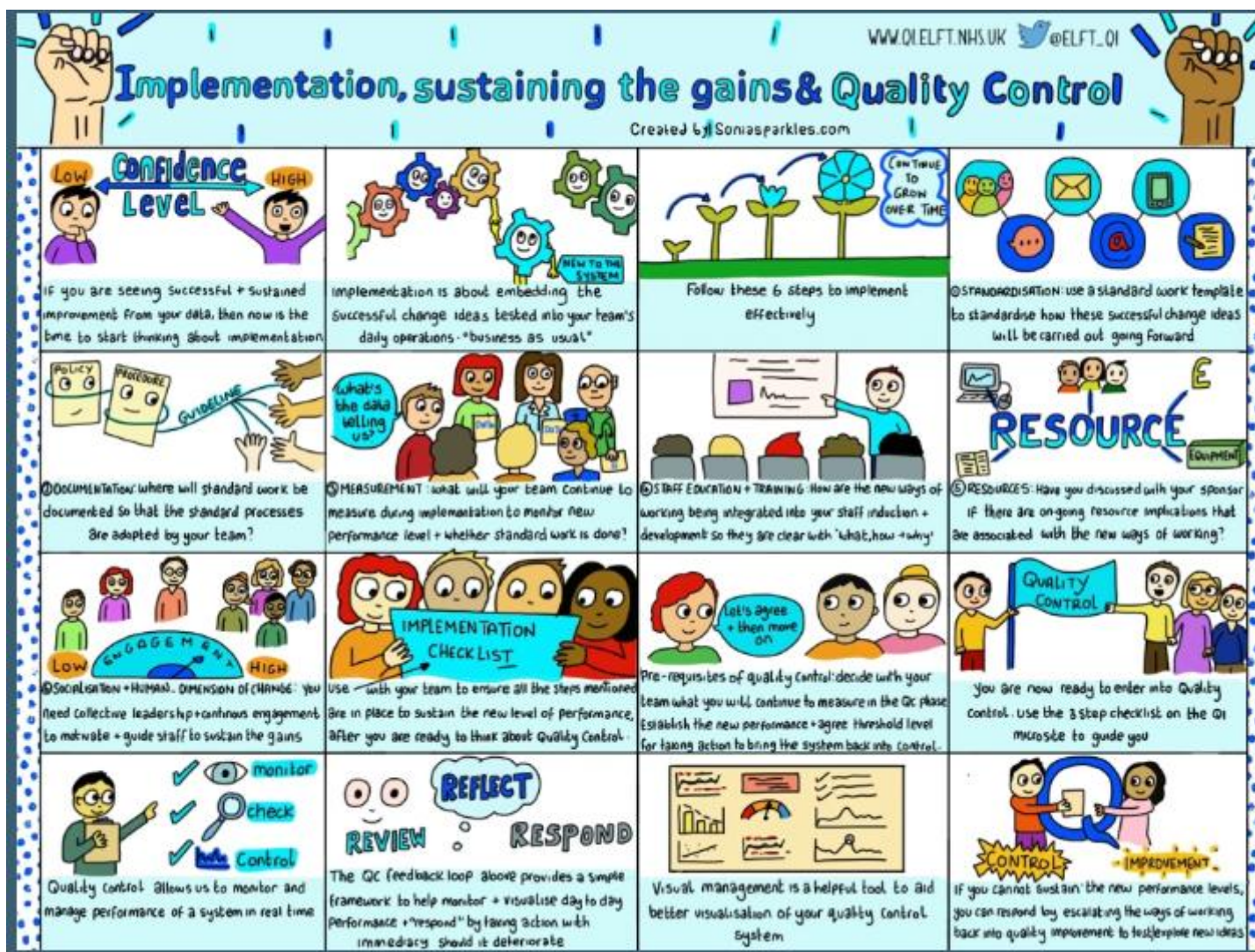
At this stage you will be taking steps to embed into business as usual ideas that have been tested and seen to work. This is something you do throughout the life of your improvement effort. Largely it boils down to thinking about how you can make the changes part of just the way you do things.

[Suggestion:](#)

Follow the steps in this one-page guide which gives you a quick overview to what implementation is and how you might go about it.

Watch this video from Amar Shah, Chief Quality Officer, explaining implementation.





Other Resources:

Topic	Overview	Link to resource
Implementation Resources	An overview of Implementation including some short videos and a template.	Implementation



Celebrating Our Learning

One of the best ways to keep the momentum going in your team as you try different ways of improving wellbeing and satisfaction is to share stories regularly within your team and the rest of the world about how you are getting on.

Storytelling

Introduction:

A good improvement story engages people's curiosity, emotions and imagination. It does not have to be a full summary at the end of a piece of work, be focused on success, be supported by data, a long account of an event, an answer to big problem nor does it have to take a lot of time to capture and share. A story can be an account of part of an improvement effort, a summary of someone's experience, something that informs a debate or raises awareness of a subject, a simple picture, video, soundbite and the like.

Watch Amar Shah, Chief Quality Officer, discuss storytelling.



Suggestion:

When your team decides to do anything related to improving their satisfaction and wellbeing, use this simple resource to share your teams intention and aspirations: <https://qi.elft.nhs.uk/resource/become-an-elft-storyteller/>