



Resilience & Self Care:

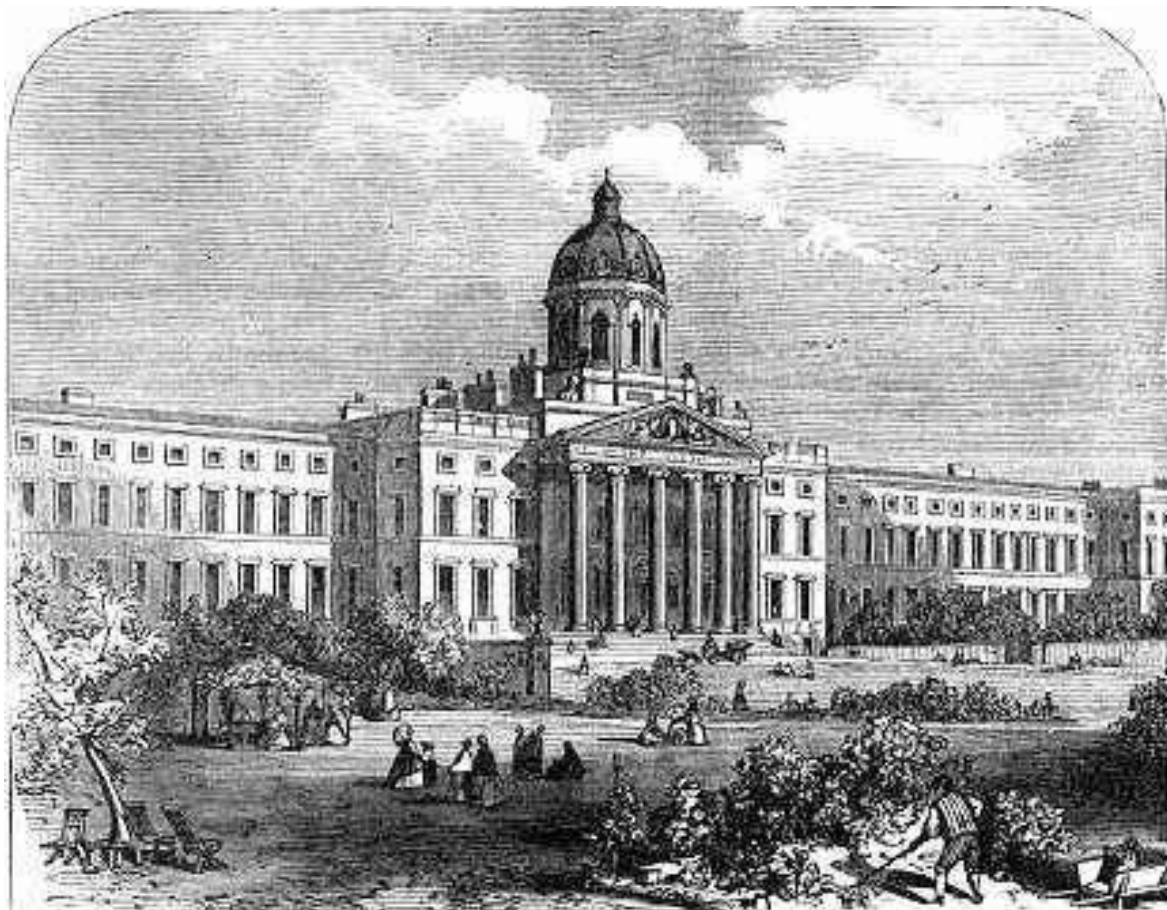
The well-being of the health & social care workforce

Tony Coggins
Head of Mental Health Promotion

Outline

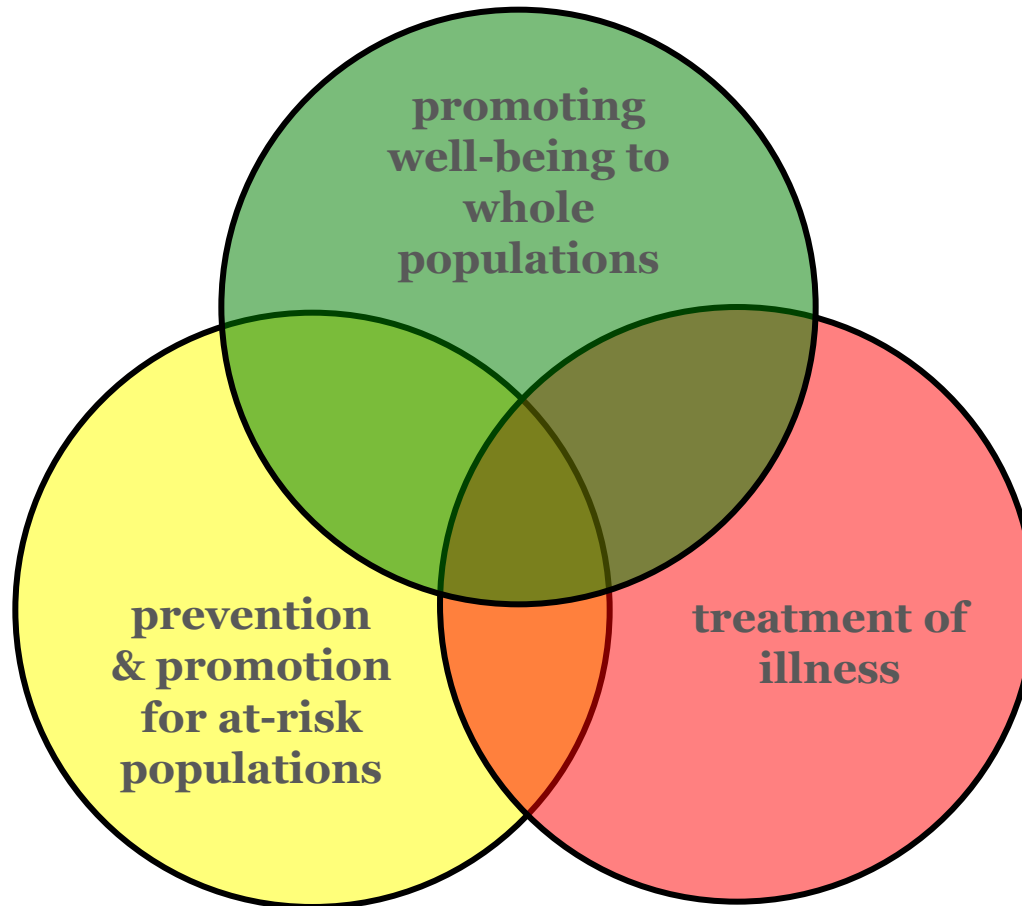


- Our approach to mental well-being and resilience
- The KHP happier@work programme:
 - What's impacting on staff well-being in KHP?
 - What did we do?
 - What was the impact?
- Reflections on what that means for self-care of health and social care staff



“Everything we do is to improve the experience of people using our services and to promote mental health and well-being for all”

Promoting Mental Health



To work in Partnership to promote mental well-being

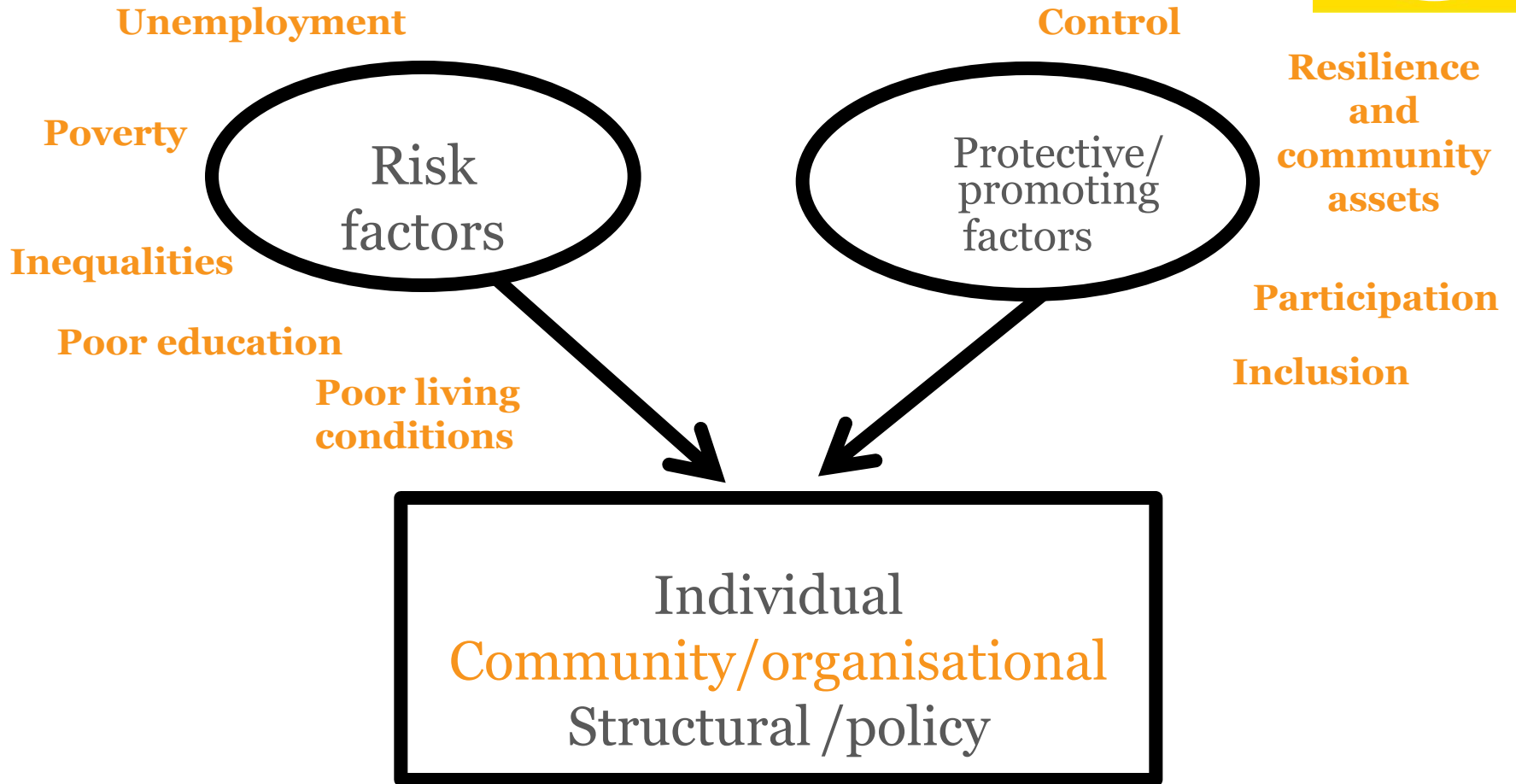


- Influencing for mental well-being
- Building capacity and understanding
- Testing new approaches and sharing learning

Importance of well-being



Mental Health Promotion



Workplace Mental Health



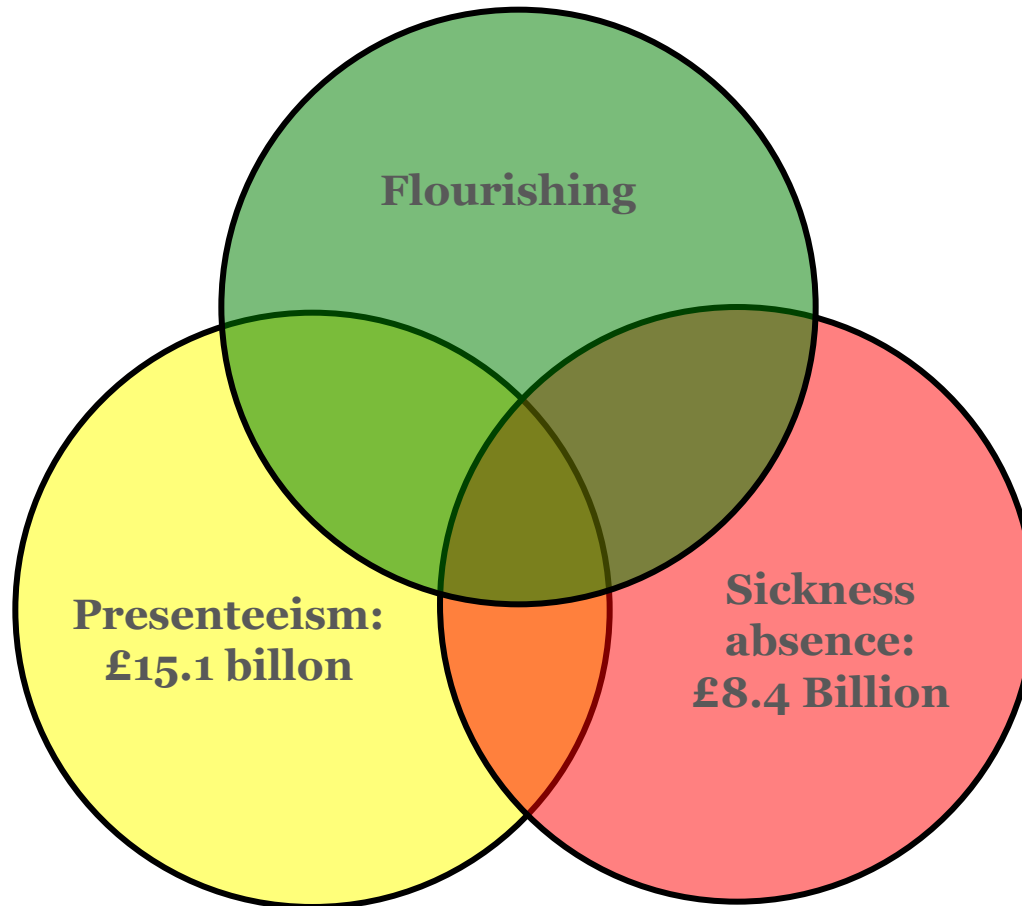
Cost of mental illness in the workplace:

- Absenteeism - £8.4 billion
- Presenteeism - £15.1 billion
(Sainsbury's Centre 2002)

Flourishing workplaces:

- Improve productivity and performance
- Reduction in sickness absence
- Increased staff retention
(NICE Guidelines on Promoting Mental Well-being at Work, 2009)
- Each £ spent on a multi-component intervention to promote mental well-being at work results in £9.7 saving/year from lower absenteeism & improved productivity (Knapp et al, 2011)

Mental Health: UK Employer Costs



happier@work pilot: aims



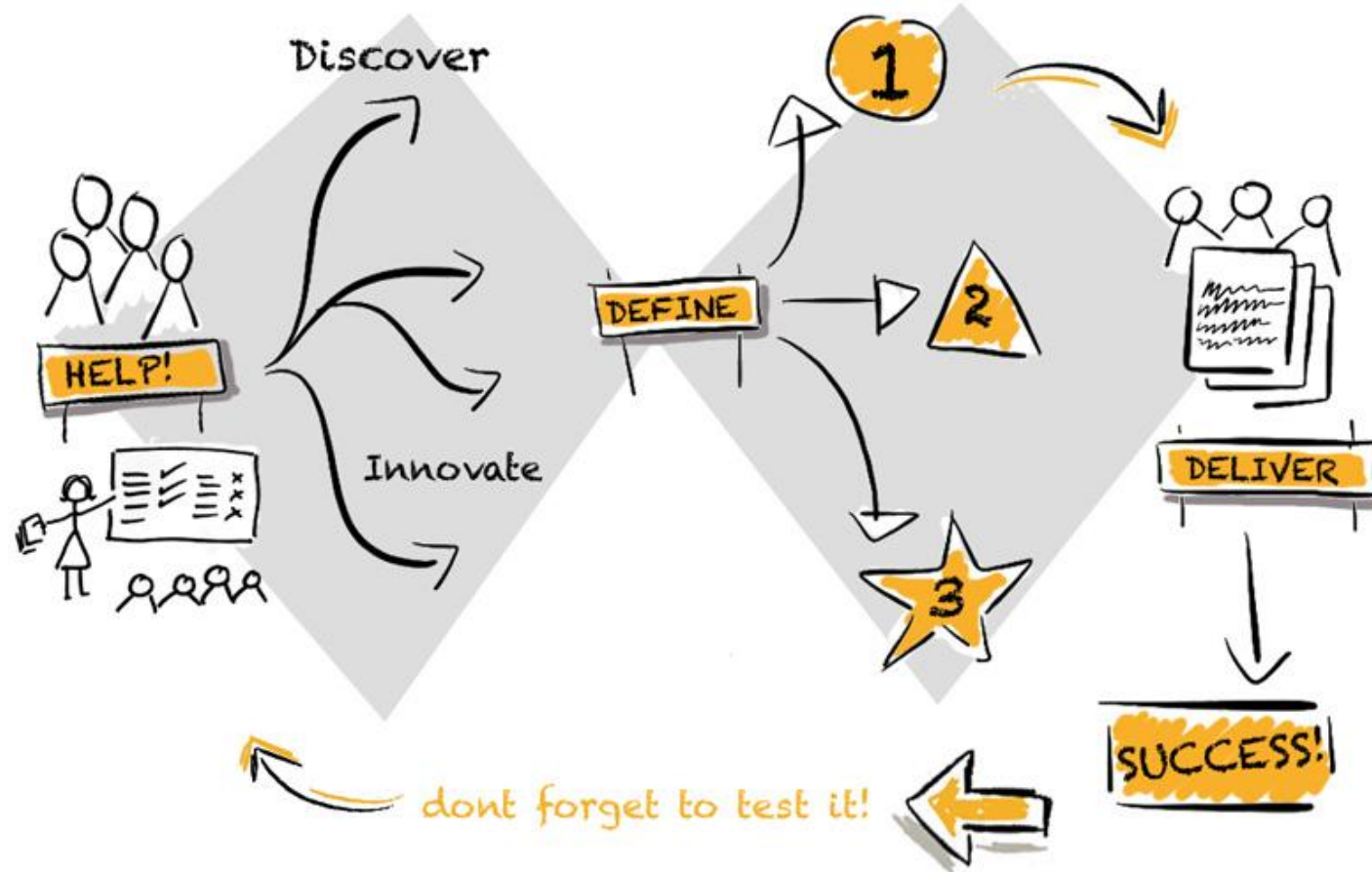
- Increase staff well-being
- Reduce staff stress
- Increase productivity
- Reduce sickness absence
- Increase recognition of mental health problems and access to support



In 12 months!



Double Diamond Design Process



Discover:



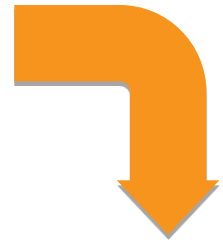
Step 1: Identifying teams

- Initial meetings



Step 2: Screening

- 2 hour exploration using MWB checklist
- Initial report to management
- Teams commit to programme



Discover: Engagement



- 2 in-patient wards
- Corporate services
- Health Visitors
- Oncology
- Sexual Health Services
- Community Mental Health Teams

Discover



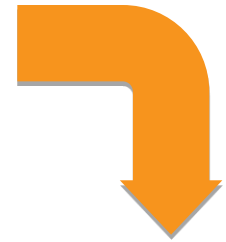
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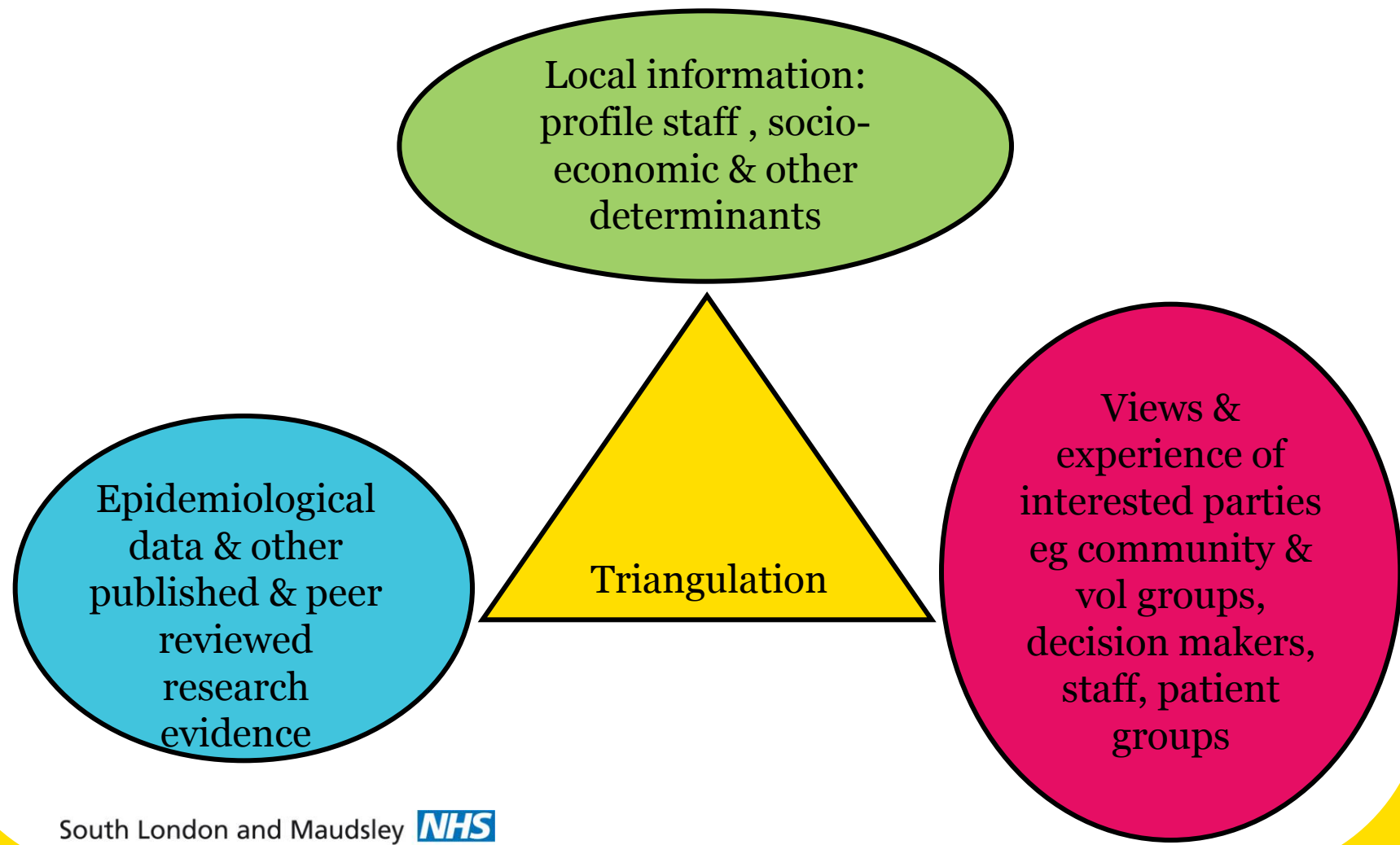
Step 3: Understanding

- Staff profiling
- Staff focus Groups
- Job shadowing
- Review of best practice
- Team report & action plan





Discover: Collecting, analysing & interpreting information



Discover:

What's impacting on staff well-being?



- **Sense of Control over workload:**
 - Volume/complexity
 - Equity of resources
 - Impact of processes

- **Resilience:**
 - Work-life balance
 - Time for reflection
 - Peer support
 - Line management

Discover



- **Participation & Inclusion:**
 - Reward & recognition
 - Senior management
 - Measuring the right things
- **Environment:**
 - Not valuing staff
 - Limiting performance
 - Feelings of safety and control
 - Reinforces status differences
- **Discrimination, inequity & unfairness**

Discover and Define:



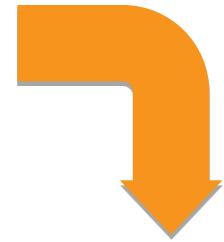
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Step 4: Organisational Report

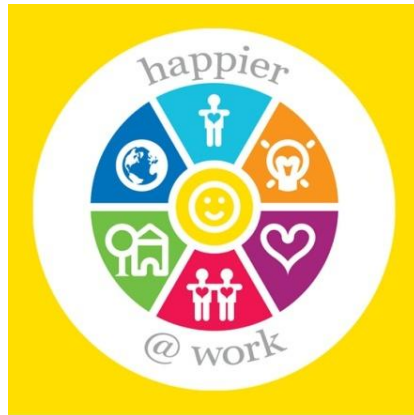
- Thematic Analysis of team reports
- Define organisational well-being assets and deficits
- Recommendations



Step 3: Understanding

- Staff profiling
- Staff focus Groups
- Job shadowing
- Review of best practice
- Team report & action plan

Design Individual Level



Prevention
Stress Awareness:
6 x 3 hours

Promotion:
Mindfulness:
7 courses 8 x 2.5
hour sessions

Education:
Leading light seminars:
2 x 90 minutes



Design: Team Level

Promotion

Team action plans outlining:

Issues identified
What will help
Actions that will be taken

Promotion

Creating space for well-being:

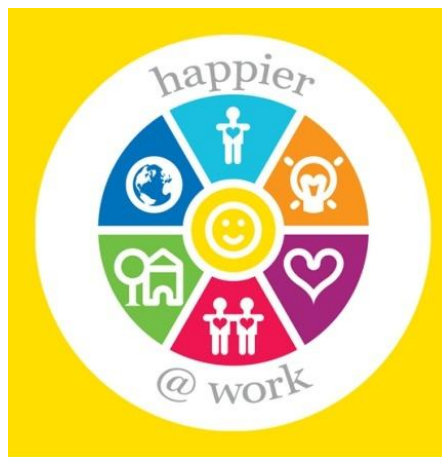
Access to an expert on space and well-being plus a budget for minor alterations

Early Intervention

Mental Health

Awareness for line managers:

8 x 1 day



Design: Organisational level

Feedback & influence



HR & org dev:

Building on assets, line managers, peer support, values base, reward & recognition

Occ Health:

Linking with HR & managers
How to make emotional support a default?

Education & Training:

Influencing staff
Training plans

Estates:

Engagement & learning
Creating space for well-being

Deliver: Promotion

A coordinated programme



happier@work
briefing note 2:
mindfulness

"Mindfulness will not eliminate life's pressures, but it can help you see them in a calmer manner that benefits our heart, head, and gut. It helps us recognise and step away from habitual, often unconscious, physiological reactions to everyday events. It provides a scientifically-researched approach to cultivating a deeper understanding. Practising mindfulness allows us to take control of our life and work, and improve our quality of life."

What is mindfulness?
Mindfulness is a simple but profound practice of attentive awareness. It is a combination of meditation techniques deriving from ancient Buddhist practices and aspects of modern psychotherapy. By paying mindful attention to the thoughts and feelings as they arise, it is possible to achieve a state that is balanced and centred, even in the most challenging of circumstances.

What are the benefits of mindfulness?
Research studies show that:

- Regular meditation reduces the impact of stress on behaviour
- Regular meditators are happier and more resilient, with greater significance, as positive emotions
- Anxiety, depression and irritability are reduced
- Memory improves, reactivity decreases through regular practice
- Regular meditators are more resilient
- Meditation reduces stress
- Meditation is effective for a wide range of health conditions
- Meditation helps to improve focus and concentration
- Meditation helps to improve sleep
- Meditation helps to improve relationships
- Meditation helps to improve self-awareness
- Meditation helps to improve self-compassion
- Meditation helps to improve self-esteem
- Meditation helps to improve self-confidence
- Meditation helps to improve self-efficacy
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happier@work
briefing note 3:
'Creating Space for well-being'

happier@work
In November 2011, 7 staff teams from across King's Health Partners' began working with a small group of KHP staff from a range of disciplines including clinical services, HR, occupational health and mental health promotion, to identify some of the key factors that influence staff well-being in the workplace.

Through this careful and collaborative process of exploration, a very clear and compelling picture of working life across King's Health Partners was built up. Using the findings from this initial exploration, the **happier@work** initiative was developed. Funded by NHS, this pilot programme focused on improving staff well-being while responding to the challenging realities of NHS working life.

Some of the findings from this process of discovery were pretty obvious. King's Health Partners employees are caring, compassionate and highly motivated - but in relation to workplace well-being, many are struggling to cope with high levels of work-related stress that often spills over to home life.

In response, the **happier@work** initiative has provided a series of activities for staff, including stress awareness workshops, mindfulness training and mental health awareness support for line managers.

Creating space for well-being
The initial exploration also identified another key area relating to staff well-being where there is, quite literally, 'room' for improvement: the physical spaces we work in.

In response, the **happier@work** initiative is now working with 3 of the original 7 KHP staff teams to explore how changes to the workplace physical environment might improve staff well-being. 'Creating space for well-being' brings together artist-in-residence, Barbara Assante, with NHS staff from three clinical services to develop and implement a plan to improve the 'workspace'.

Each team has identified a specific challenge in relation to their particular physical environment, with the help of a **Mental Well-being Impact Assessment (MWIA)**. These challenges will act as the focus of collaboration between staff and the artist-in-residence.

To improve their working environment, each service will draw on design expertise to develop a plan of workspace improvements which might involve the use of colour and light, the introduction of art work, or the reorganisation of space and equipment - to make work spaces more user-friendly and enable more positive interaction with other staff, patients and the general public.

happier@work is a KHP Staff Well-Being initiative

GLYSA STRONGER TOGETHER
KING'S HEALTH PARTNERS

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happier@work Leading Light Seminars

to be happier at work?

orks

programme will host the first of a series of seminars with international leaders in

leaders who are developing innovative ways to provide a forum for discussion of the key findings from the happier@work pilot programme.

Dr. Tony Coggins, founding director of Happiness Works.

programme will host the first of a series of seminars with international leaders in the field of well-being, providing a thought-provoking opportunity to spend time and discuss deeply about what it really means to be



THIS EVENT
will be held on 11th October 2011 (07814 878415) or Tony Coggins (07967 632976)

GLYSA STRONGER TOGETHER KING'S HEALTH PARTNERS

KHP Staff Well-Being initiative

Evaluating the programme



- Individual intervention evaluations
- Staff health pre and post well-being survey
- Process evaluation



Interventions

Stress awareness:

63% increase in confidence

69% increase in knowledge

96% approval rating

68% better able to manage stress 5-8 months later

Mindfulness:

66% more mindful

74% more choices in dealing with stress

57% kinder to themselves 3-6 months later

Mental Health Awareness for line managers:

56% increase in confidence

55% increase in knowledge

98% approval rating

74% better able to support their team 6-9 months later

LSBU Evaluation:

Employee health & well-being survey



- Response rate issues: a health warning!

Baseline: 183 (52%), Post-intervention survey : 71 (20%)

- Well-being

Baseline: 60% lower than average well-being decreased to 53%

- Psychological health

Baseline: 35% threshold for minor psychiatric disorder decreased to 16%

- Sickness absence

Reduction in time taken off in last 2 weeks but no significant difference

- Productivity (burnout)

Baseline: 21.8% average time limited performance reduced to 14.7%

- Employee satisfaction

15% increase in those who would recommend their trust as a place to work

Reflections: Individual level



- See the results
- Use your strengths
- Notice what goes well and appreciate
- Importance of peers
- Physical activity
- Mindfulness
- Take care of the carer - take a break!

Reflections: Team level



- Role Modeling
- Time for reflection
- Supervision and appraisal
- The importance of physical space/environment
- Reward and recognition

Reflections: Organisational level



- Values driven staff are an asset
- The organisation role modeling values
- Reward and recognition for staff
- Support line managers
- Ensure processes that add value
- A positive image for OH
- Create the right physical environment
- The link between staff experience and patient experience

Any questions or comments?



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