Staff Health and Wellbeing –
A Best Practice Guide
for NHS Wales

Relationships

Version 1

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1. Relationships

It's been evidenced that the following key factors impact on staff health and wellbeing, creating the optimal working experience to develop effective working relationships for staff.

It's important to provide time and support to enable staff to engage in activities that promote a sense of belonging, joy at work, inclusivity, and diversity in teams. This can be done through social and celebration events, ensure that staff network leads have agreed time and resource to engage with their networks and develop and promote activities.

2.   Teamworking

Teamwork in health is defined as two or more people who interact interdependently with a common purpose, working toward measurable goals that benefit from leadership that maintains stability while encouraging honest discussion and problem solving.

Teamwork is fundamental to the effective delivery of healthcare and is associated with higher quality of care, better staff wellbeing, higher levels of patient satisfaction, and lower levels of avoidable patient mortality.

Review teamworking to ensure that all staff are working in an inclusive, stable, effectively functioning and, ideally, multidisciplinary teams freed from unnecessary hierarchical or inter-professional constraints.

Establish key performance indicators for effective team working. Team members should be consulted on how their team is established and maintained, how their work is organised and delivered.

All teams should have an openly stated shared purpose and clear objectives, one of which is team member wellbeing. Team members should be clear about their roles and responsibilities and Quality should be a core function.

All teams should meet regularly (preferably at least monthly) to review and reflect on their performance, including inter-team/cross-boundary working, and to develop ideas for improved ways of working to ensure high-quality care and staff health and wellbeing.

Teamworking and team leadership skills should be a fundamental part of all Personal Appraisal and Development Review (PADR) and revalidation processes.   Ensure that this is a meaningful conversation where clear objectives are set including wellbeing.

There should be a space to discuss challenges, difficulties, and frustrations within a supportive environment.

Team rather than individual objectives should be developed where appropriate with team appraisals and regular reviews.

Enable teams to have time out to reflect and discuss their experiences and to have time for learning, especially following traumatic events.

Teams should be encouraged to have speaking up safely systems in their teams meetings.

Professional Development should be supported with peer coaching and mentoring with opportunities for appreciation and recognition Coaching and Mentoring resources.

Appreciative feedback and meaningful recognition should be highlighted, including non-financial rewards.

Feedback from staff should be utilised to determine what meaningful recognition means to staff to ascertain how feeling valued is realised.

Team education and training and team leadership opportunities should be embedded within every health and care course curriculum and within continuing education programmes.

Why is Teamwork in Health Care Important? | HRH Global Resource Center (hrhresourcecenter.org)

The key components of effective teamworking during the COVID-19 Crisis – Leadership Academy

3.   Compassionate Leadership

Compassionate Leadership involves a focus on relationships through careful listening to, understanding, empathising with and supporting other people, enabling those we lead to feel valued, respected and cared for, so they can reach potential and do their best work. There is clear evidence that compassionate leadership results in more engaged and motivated staff with high levels of wellbeing, which in turn results in high-quality care.

Organisations should implement a programme of compassionate leadership and obtain feedback to evaluate its effectiveness and include:

- mechanisms to ensure that leaders of staff at all levels are recruited, selected, developed, assessed, and supported to model compassionate and inclusive leadership.
- compassionate leadership training and assessment should be part of all educational interventions at undergraduate, post-registration, and later development programmes.
- leadership development programmes should be diverse and inclusive to ensure that future leaders are reflective of the wider staff and populations they serve.

- cultures should be regularly reviewed to ensure that they are continuously developing ones that are of high-quality, continually improving, and compassionate care for patients, and high quality, continually improving and compassionate support for staff.
- values and behaviours principles should be modelled at all levels.
- hierarchy and structures should better enable teamworking and encourage an ethos that places greater value on contribution than on hierarchy.
- staff should be provided with timely information to enable them to understand the reasons for proposed changes.

4.   Inclusion

Healthcare providers must promote a workplace in which discrimination of any form is not tolerated, by ensuring prompt identification and addressing of issues.

Ensure that the level of voice and influence experienced by minority staff groups is equivalent to that of other staff in their organisations.

All staff health and wellbeing support must be considered to ensure that it is accessible to all staff, an Equality Impact Assessment must considered where appropriate.

Promote an understanding and support for the needs of internationally trained staff and students.

Develop an annual calendar of events to celebrate diversity and inclusion.

Nurture and sustain just, fair, and psychological safe cultures that ensures equity, proactive and positive approaches to diversity and universal inclusion.

5.   Psychological Contract and Safety

Create cultures characterised by psychological safety, with a focus on learning rather than blame, thereby increasing knowledge and creative ideas and experience available to decision-makers.

Operational processes should be designed to protect staff from violence, threats of violence, harassment, bullying and abuse. NHS Anti-Violence Collaborative.

6.   Proactive Peer Support based resources

At the heart of any approach to utilising peer support as a strategic social resources is 1. understanding what evidence based approaches are available, and 2. How might they become embedded in to normal practice and organisational culture.

Schwartz Center Rounds® | The King's Fund (kingsfund.org.uk)

Reflective Practice Making Reflective Practice Real: Introduction of the Heads and Hearts Model Through A Range of Practice Examples (acpuk.org.uk)

Compassion Practices Compassion Practices | Liberating Compassion: Compassion Practices for All

Action learning sets | Knowledge and Library Services (hee.nhs.uk)

'Start Well>End Well' Psychological safety through compassion, connectedness and courage is a 3-step procedure which has been developed to enhance team collaboration and wellbeing by fostering psychological safety and peer-to-peer support.

7.   Reactive Peer Support resources

Following a potentially upsetting, traumatic or simply unusual incident at work, it's important to provide support through a robust process. This must be systemic, well governed and include signposting to support relevant clinical services Psychological Wellbeing and or Occupational Therapy. You must also choose the best too for the job, as such understanding the limitations, advantages and risks of each tool is important.

Intensive Care Society | TIM Tool (ics.ac.uk)

Critical Incident Stress Management (CISM) What Is Critical Incident Stress Management? (verywellmind.com)

Trauma Response incident Management (TRiM) March On Stress >> Trauma Risk Management (TRiM)

How can our team move past a traumatic event? | The BMJ