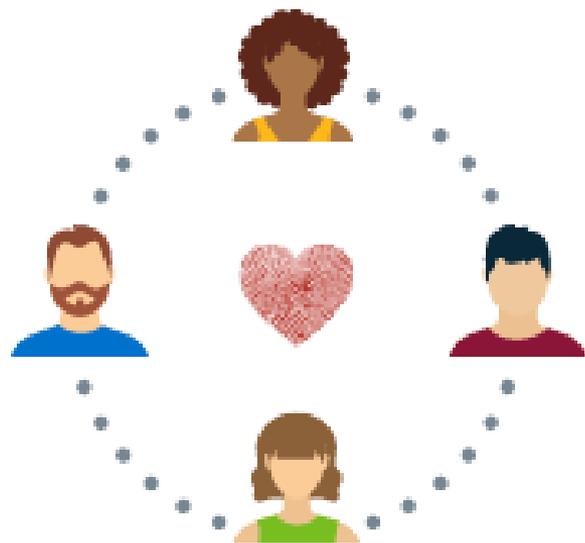


What matters to you (MP4)



WE ASKED "WHAT MATTERS TO YOU?"
AND HERE'S SOME OF WHAT YOU SHARED





JOY IN WORK

Improvement Collaborative

Introductions



Bridget Browne

Improvement Advisor
Central North and West London
NHS Foundation Trust



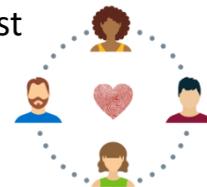
Liz Lowton

Locality Lead SLT Early Years
Central London Community
Healthcare NHS Trust



Lucinda Hollinshead

Senior Improvement Facilitator
Central London Community
Healthcare NHS Trust



How Are You Feeling Today?



Happy



Sad



Angry



Worried



Shy



Excited



Surprised



Silly



Embarrassed

Chat in and let us know how you are today?



Making the most of our virtual environment



We are happy to take questions – raise your hand at any point or ask in the chat



Feel free to chat in during the session



Before we start a thank you...



Background



2020
Expansion of QI Team



Pandemic

How do we build QI capability during the pandemic?

Staff survey 2020 highlighted priorities in health and well-being, morale and team working

Anecdotal evidence staff wanting to focus on their well-being



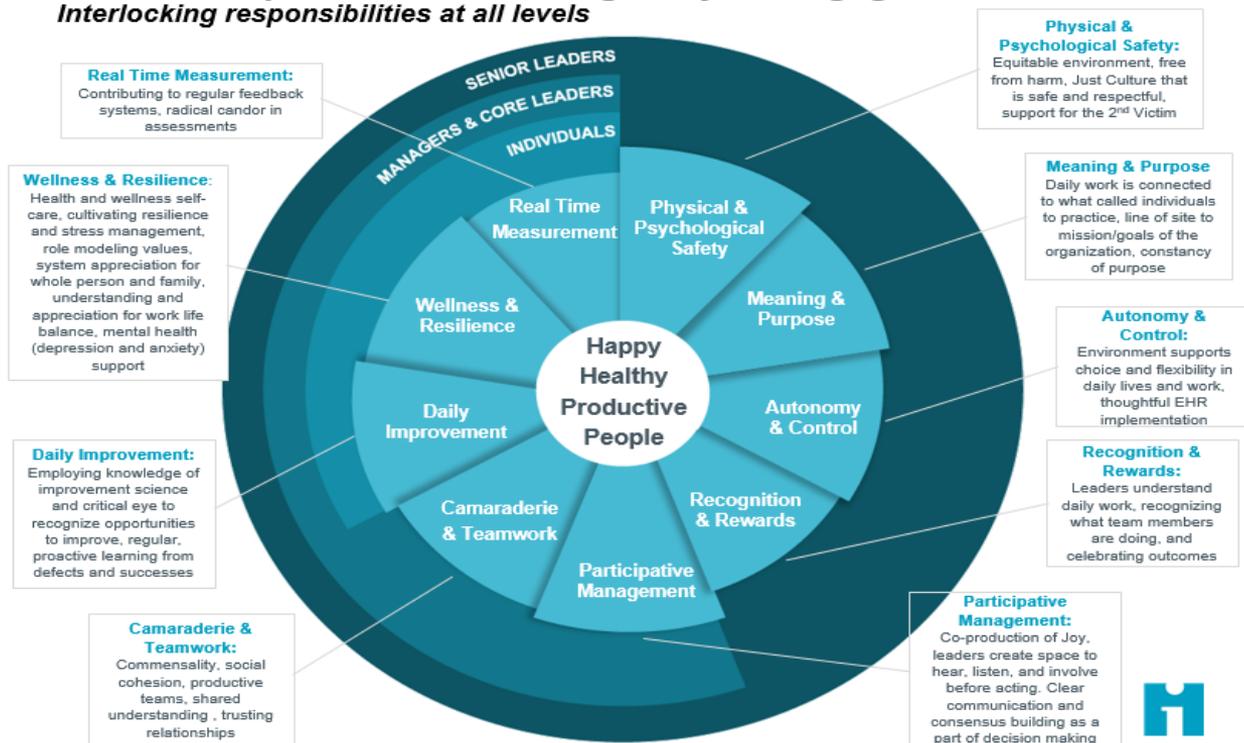
What the data was telling us

- Staff survey 2020 identified three priority areas for improvement
 - Health and well-being
 - Morale
 - Team working



Critical Components for Ensuring a Joyful, Engaged Workforce

Interlocking responsibilities at all levels



Five critical points

- Physical and psychological safety
- Purpose and meaning of work is appreciated
- Some choice and control over the way time is spent at work
- Camaraderie with colleagues
- Work life is considered to be fair and equitable



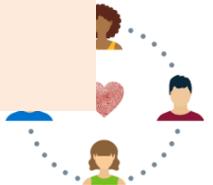
4 Steps to Joy

Use improvement science to test approaches to improving joy in work in your organisation

Commit to a systems approach to making joy at work a shared responsibility at all levels of the organisation.

Identify unique impediments to joy in work in the local context – what are the pebbles in your shoes?

Ask staff...What matters to you?





Support Structure for the collaborative

Core support

Basic and in depth QI training
Training on the framework
QI Coaching Sessions
Collaborative workshops

Enablers

Shared Governance
Project Sponsors
Executive Sponsor
Leadership representation
Life QI
Governance through existing channels

Collaborative workshops

Include a minimum of 3 people from each team

Recommended

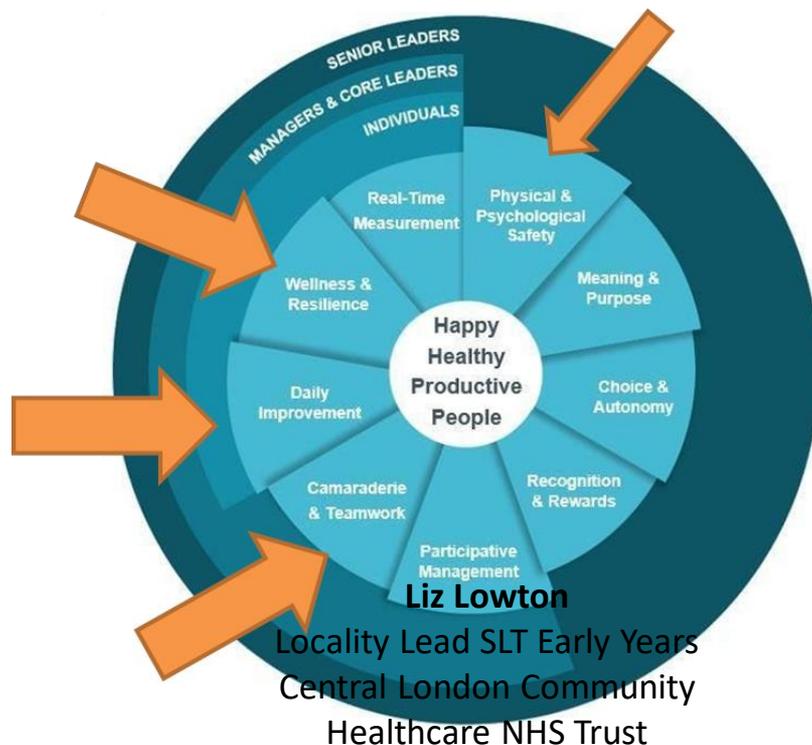
- Sponsors join teams at Learning Workshops
- Coaches join teams and Learning Workshops
- Workshops on sustainable change
- Poster Presentations



What are the pebbles in your shoes?

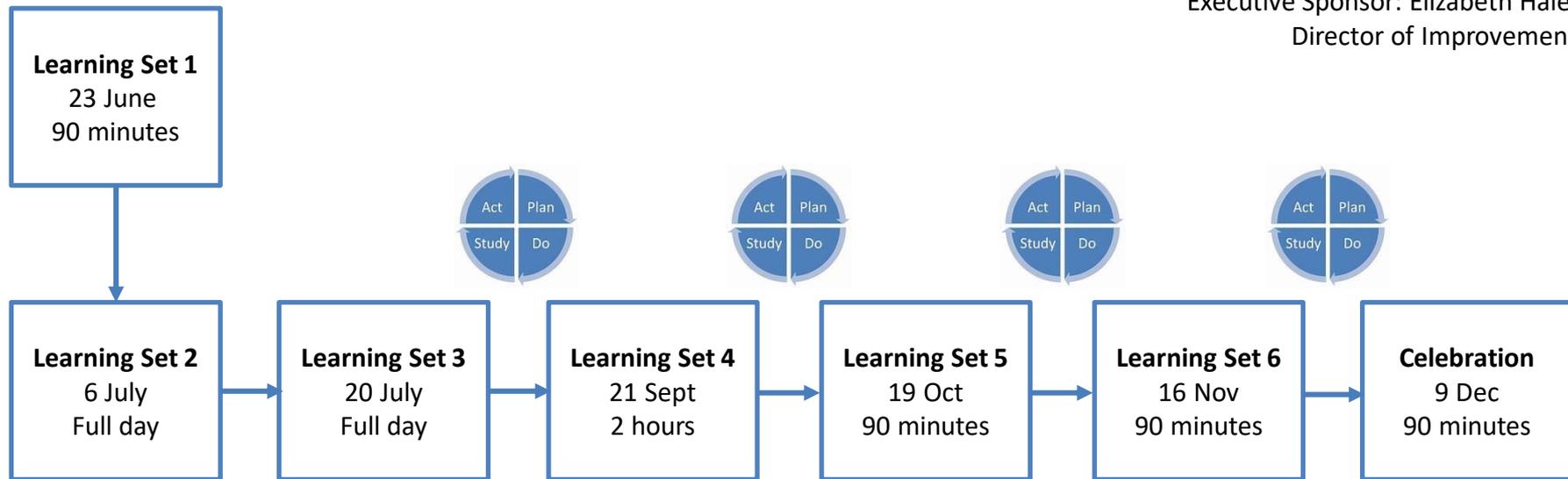


Projects Mapped to JiW Framework



Overview of the Collaborative (2021)

Executive Sponsor: Elizabeth Hale,
Director of Improvement



Action Period Support
Improvement coaching, all teach all learn, MS team channel, iLearn portal



Visibility



Boards at executive team offices



Measurement: Pre-collaborative

- Adapted a system-level measure recommended by IHI for Joy in Work
- 16 questions covering psychological safety, team working, burnout and workload
- 211 responses. Notable results include;
 - 80% working in very busy areas (hectic, very busy, busy)
 - 36% feeling stressed at work (agree/strongly agree)
 - 39% Not having enough time to complete their work (agree/strongly agree)





JOY IN WORK
Improvement Collaborative

JOY IN WORK CELEBRATION



Celebration and Close video



Awards and certificates



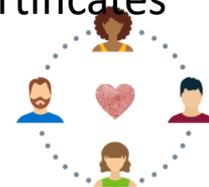
Team awards



Poster competition



QI Practitioner Certificates



Measurement: Post-collaborative

Accomplishments of participating teams



Measurement: Post-collaborative

The feeling of working on something together for the good of us all, with the support from outside our immediate service

What have you enjoyed most about participating in the Joy in Work collaborative?

Working collaboratively, team working, learning about our team dynamics and how to manage them

Having designated/protected time to actually work on improving our well-being

Working with and getting to know other people in my team and CLCH who I wouldn't normally work with



Lessons learnt

- Running a virtual collaborative is resource intensive
- Variable staff confidence in using technology affected their ability to engage
- 6-month period is about right – with coaching support for those teams that remain engaged
- Important to have support and endorsement at a Director Level from SRO
- Important for sponsors where possible coaches to join learning sets
- Teams saw value in the role of the sponsor – felt seen by the organisation
- Ending with a celebration event is a must!





Inner North West London Early Years Speech and Language Therapists

- Early Years Speech and Language Therapy SLT Service
- Team of SLTs and SLT Assistants
- Cover 3 inner boroughs of London
- Caseload size of 1000+ children
- Pandemic led to more agile/remote working and shut down of service
- Pandemic means lots of cancellations/WNB
- Pandemic impacting on children's development and family circumstances

communication
STATION



Identifying the Problem



Joy in Work
Survey



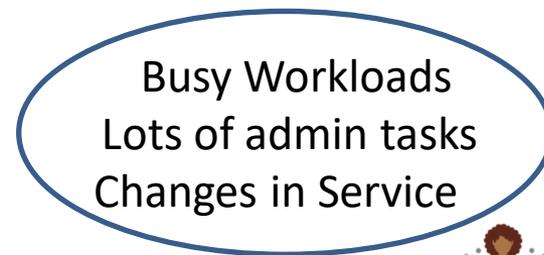
Asked the
team:



**“What matters to
you”**



**“Pebbles in your
shoe”**



Our aim

To increase the percentage of children seen for follow-up intervention within 12 weeks of referral to 50% in the SLT Early Years in H&F and K&C and Westminster boroughs by August 2022



What we were hoping to achieve?

For *families to be seen sooner* in the specialist service

For *staff to feel more joy in work* because their caseloads are more manageable

For there to be a *more robust universal and targeted service* to support the 'in and out' model.

For the *administrative tasks* that SLTs and SLTAs do to be *reduced* to enable more clinical time

For staff to feel *clearer on their boundaries* with service users

Change Ideas

More efficient admin processes	How we view and communicate about our service	Strengthening the universal service
Creating a new Job post for an administrator/PA	training from NHS Elect for staff on setting boundaries, using strength based language.	Engagement with Chelsea Football Club to support universal offer
Using Eventbrite as a tool for families to book onto training	Contacting nurseries to offer them training	Running training for early years practitioners
Changing policy around report writing	Branding of our universal service	Producing weekly content for nursery-parent communication platform
Updating letter and report templates and text messages	Using short videos to engage stakeholders rather than sending out lengthy emails	Developing communication hub website
Developing clear policy around caseload management	Collating social media examples to show parent focus group	Developing social media presence
Developing clear guidelines around management of individual cases	Having a care plan for the child rather than a 'discharge report'	-Co-producing universal videos with families

What we learned

- Important to use PDSA cycles and to adopt, adapt and abandon
- Needed a real focus on what we wanted to change and outside support to enable this
- Patience and time
- Although it had improved our small team's joy in work it didn't immediately have an impact on the wider team





What we got from it



- Changes within our service:
Logo, branding of service, training from NHS Elect, project management support etc..
- A fantastic QI coach who supported us through the collaborative and beyond
- Impetus to keep going!
- Access to other teams in the Trust
- QI team are **GOLD**

