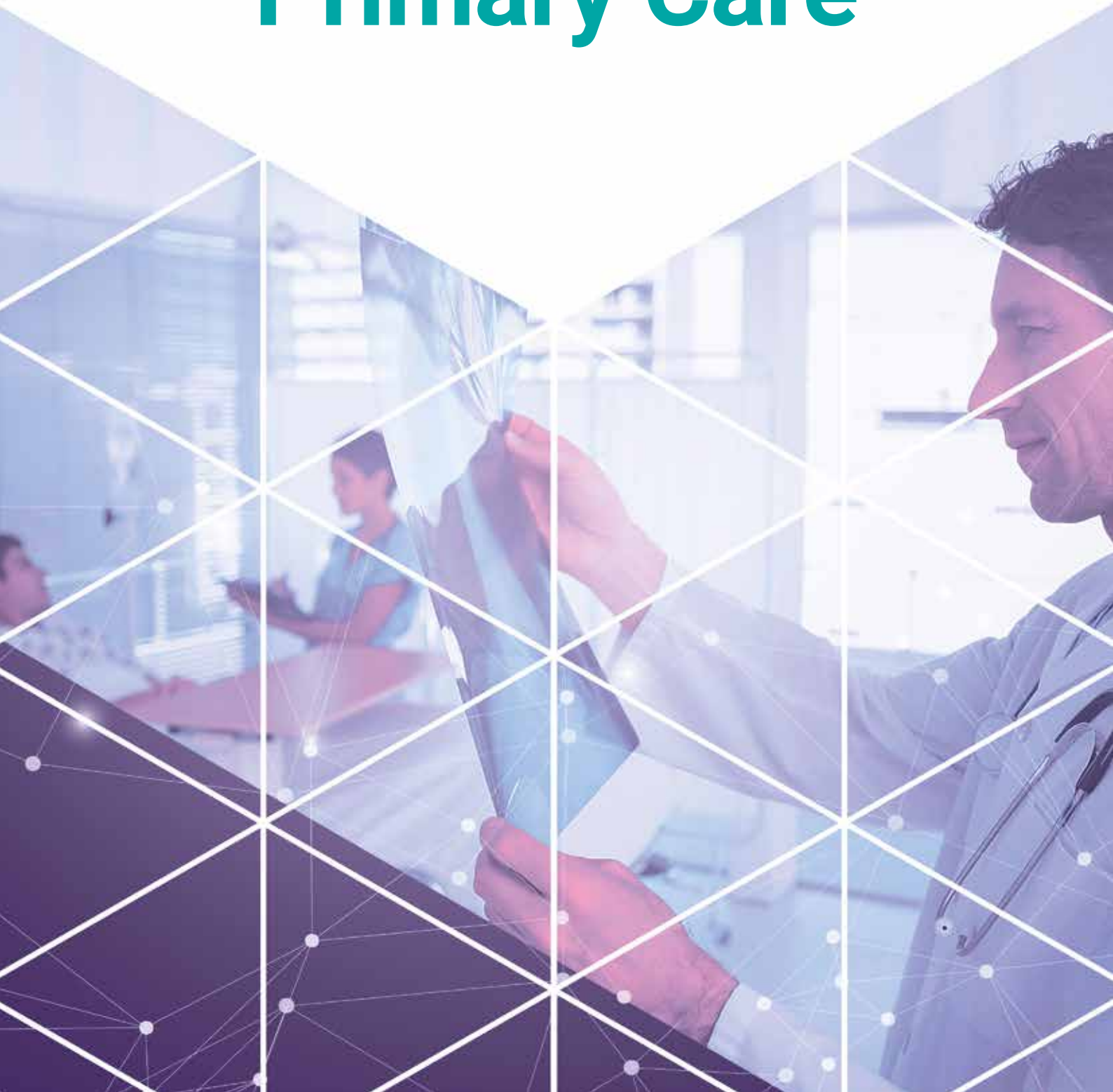


TeamWorks

Improving Psychological Safety

Primary Care



Wellbeing Works.

We are specialists in creating work environments that enable your people to Thrive. Using data-driven analysis and evidence-based solutions to help organisations achieve optimal performance by improving employees' wellbeing.

Our work is based upon the validated research carried out by Hamish Moore, the founder of Wellbeing Works and creator of our Team Works and Board Works tools. We are a team of established workplace wellbeing experts.

Our expert team, work across the public, private and third sectors. Our approach is to analyse your workplace needs, design and implement interventions to create responsible and nurturing work environments in which your employees Thrive.

We understand that *'one size does not fit all,'* your organisation is unique, and we believe your biggest asset is your people. Your organisations success is inherently linked to the capacity of your employees to Thrive. The ideal approach to wellbeing in the workplace depends on your organisation, your teams and your individual employees. We help organisations achieve optimal performance and employee wellbeing. We provide practical, effective and easy-to-adopt solutions, specific to your company's needs.

Our holistic approach to wellbeing in the workplace examines a range of key elements and looks at the bigger picture to ensure we offer solutions and advice that will work for you.

Central to our belief, workplaces need to be Psychologically safe...

What Is Psychological Safety?

Psychological Safety exists when there is no avoidable Psychological harm, for teams to function effectively they need to have a high level of Psychological Safety.

Psychological harm occurs when the actions and behaviours of others or the culture of the workplace negatively impacts on an individual's Psychological Wellbeing¹.

The focus is upon 'avoidable harm' rather than any harm. The nature of work may well involve team members dealing with difficult, demanding and rapidly changing situations or events. Clearly these are inherent in the nature of the work. The focus therefore must be on those aspects which can either be avoided or minimised in their impact upon your team.

Psychological Safety is about creating environments where staff can Thrive at work. That is to say, where staff are able to give of their best, exercise good judgement and decision making, enjoy their work, feel valued and appreciated, challenged and stretched appropriately, supported by line managers and colleagues and where it is safe to have and express an alternative opinion and it is also safe to ask for help from others, including managers².

In environments where Psychological Safety does not exist or it is low, then it is unlikely that the team will perform optimally. In these situations, a team can be described as Hiving or Surviving.

The risk of low levels of Psychological Safety can often be seen in teams failing to optimise their talent, not achieve their purpose, objectives or targets.

They sometimes display dysfunctional behaviours and work poorly with other teams. These teams often have above average absence levels, low levels of engagement, high staff turnover levels where alternative jobs are available. Furthermore, creativity and good ideas are not encouraged, errors and mistakes become more frequent³.

Actions & Behaviours

Adoption of the framework generates practical progress; managers take actions which will improve the work environment:

- ❖ Higher concentration levels
- ❖ Fully engaged workforce
- ❖ Creating openness to challenge
- ❖ Low presenteeism
- ❖ Higher levels of integrity
- ❖ Equity of work distribution
- ❖ Lower absence levels
- ❖ Greater focus

The framework allows rapid, practical progress to be made.

"Staff Wellbeing is directly linked to organisational success, measuring Wellbeing is fundamental to improving the work environment"

Professor Dame Carol Black

Why Work With Us?

We look to work with organisations who want to:

- ❖ Improve the overall wellbeing of your workforce.
- ❖ Increase performance and productivity.
- ❖ Create a psychologically safe workplace.

This will significantly impact your organisation by:

- ❖ Reducing sickness absence.
- ❖ Reducing staff turnover.
- ❖ Reducing recruitment and training costs.
- ❖ Improving staff morale.
- ❖ Improving company reputation.

REFERENCES:

¹ Amy Edmundson, Harvard Business School 1999, 2003 and 2018

² Google, Project Aristotle (Re-Work), 2014

³ Dame Carol Black and David Frost, CBI Report on Wellbeing at Work, 2013 and Thriving at Work Report, Stevenson and Farmer 2017

TeamWorks

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Team Works is an innovative diagnostic reporting tool that can measure your Team's Wellbeing and Psychological Safety. An easy to answer, anonymous, online survey is completed by all Team members, in return, you will receive a comprehensive report which includes recommended interventions to improve your Team's performance.

Features & Benefits

Features

- ❖ Key focus is on the work environment and culture.
- ❖ Independently Researched and independently Validated in peer review journals.
- ❖ All survey answers are anonymous.
- ❖ Widely used across a range of sectors.
- ❖ Complete the Team Works survey in less than 3 minutes.
- ❖ Reports accessed at the touch of a button and can be viewed during the survey period.
- ❖ Identifies practical recommendations for improvements.
- ❖ Identify where training and development is needed in the organisation.

Benefits

- ❖ Identifies levels of Psychological Safety and Wellbeing Risks.
- ❖ Guaranteed return on investment with improved productivity levels (when recommended Interventions are implemented).
- ❖ Prioritises and recommends actions for improvement.
- ❖ Generates effective teamwork.
- ❖ Delivers improvements in service and quality.
- ❖ Delivers increased staff attendance and retention levels.
- ❖ Demonstrates good governance and employer of choice credibility.
- ❖ Easy to re-run the survey in 3, 6 or 12 months to compare, monitor and measure improvements.
- ❖ Recommendations are practical and easy to follow.

Validation

Well-Being Insight

A 5-year research project with Newcastle University developed the questions identifying the components of Thriving, Hiving and Surviving® at work.

The statistical validation of our original research was by Professor John Matthews, an eminent Medical Statistician.

Further validation of this research was provided by peer review (Vendrig and Schaafsma) in the Journal of Occupational Rehabilitation 2018.

Journal of Psychiatric and Mental Health 2020

The Well-Being Insight In Detail

Thriving Teams

Thriving teams enjoy coming to work, have a positive outlook, adopt proactive thinking, are collaborative and productive and produce high quality work because work demands are sustainable, autonomy levels are appropriate for team members, challenges tasks and skills are broadly in balance, work relationships are constructive, supportive and value driven. Managers pre-empt Psychological Harm.

Hiving Teams

Teams that display Hiving characteristics are likely to be working very hard but not achieving the full benefits of that effort. Work systems may not be effective. Duplication of effort is common and individuals are often not valued for their contribution. Work relationships are not always team focused and team members often go home tired and exhausted. Productivity is often impaired and mistakes can occur.

Surviving Teams

Surviving teams struggle to function optimally. Individuals may be present at work but not able to give their best. Decision making may be impaired because team members find it hard to focus or concentrate. Levels of support from colleagues or managers may at best be modest. Many team members may be thinking of finding another job. Frequently there are poor levels of recognition for contribution either by colleagues or by managers. High absence levels are common. Productivity is impaired.

Team Works provides an overall Thriving, Hiving and Surviving® score in relation to a team's overall level of Psychological Safety.



Compassionate Mind Model

Further analysis is provided utilising the Compassionate Mind Model created by Professor Paul Gilbert.

We can identify which aspects of the work environment warrant your attention. We provide an insight into the relative impacts: Content of the work; the volume, variety and pace of work; the levels of perceived stress staff report.

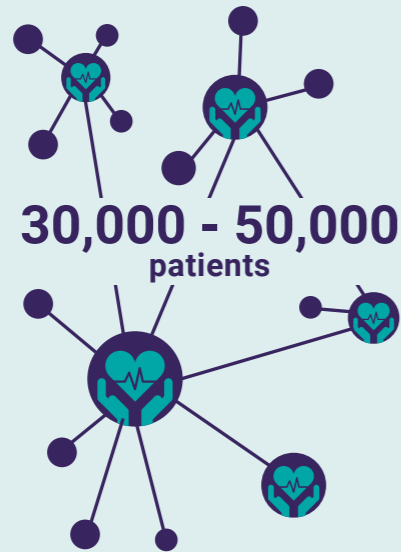
We then consider if the conduct and behaviour of leaders, managers and colleagues or the capability and capacity of individuals to cope with their work environment is having the greater impact.

This approach based on sound psychological theory and practice, allows you to have confidence in the analysis and value of the practical recommendations provided.

Primary Care Is Unique...

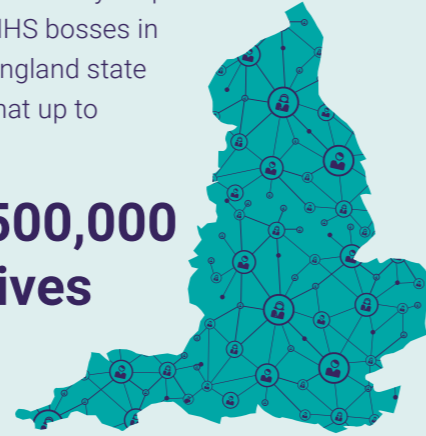
The growing expectations of patients, staff, CQC, CCG's and professional regulatory bodies have created exceptional demands that are potentially unsustainable.

Primary Care Networks include:



In the 10 year plan NHS bosses in England state that up to

500,000 lives



could be saved by focusing on prevention and early detection through Primary Care Services

Increasingly some clinician's reject the leadership and operational demands of running increasing complex businesses. Shortages of clinicians, associated healthcare professionals, other skilled and valuable support staff, can potentially undermine the sustainability of primary care.

The real assets of any practice are the skills, knowledge and commitment of staff. Protecting and enhancing their work environments is now a strategic priority for practices. It is the psychological aspects of the work environment for staff that is at the forefront of many leaders' minds.

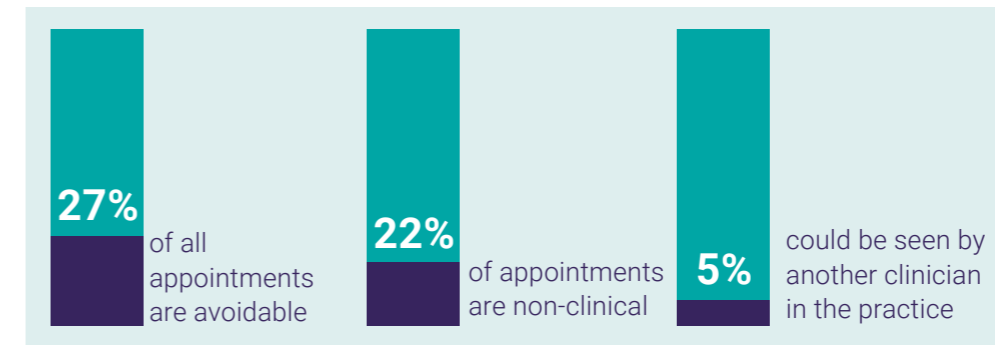
"Where leaders focus on developing, engaging and supporting their people to improve services for patients and citizens, quality and performance metrics also improve. It is no coincidence that those trusts with 'good' and 'outstanding' use of resources ratings also have 'good' and 'outstanding' well-led ratings, demonstrating the strong relationship between greater productivity and more engaged staff. In these organisations, staff are engaged by a shared purpose and motivated to work more efficiently and effectively-improving patient experience and redesigning care."

NHS Long Term Plan, Interim NHS People Plan, June 2019

Creating an environment where staff can ask for help and are able to express different opinions without fear of retribution directly adds value, it not only enhances the patient experience and care but also enhances the wellbeing of the workforce.

Open dialog by staff in practices is a good indicator of the extent to which it is safe to openly express opinions and ideas, the formation of small and agile leadership groups to make some decisions may take the pressure of partners and allow staff to feel valued.

Measuring psychological safety and reviewing this at a senior level enables you to gain an insight to your ability to optimise contributions from staff. It allows you to focus on the tangible and incremental changes that improve the psychological environment staff work in.



"As a large city NHS GP practice, we deployed the Team Works survey tool to help us enhance the Wellbeing of our staff. Team Works is easy to use, quick and provides really valuable data, presented in a clear and easy to understand way with clear recommendations. It has given us a real insight into the Wellbeing areas we need to focus on. It has allowed us to agree on the practical changes we can make. This helps our staff and provides a better service to our patients. I recommend Team Works to you"

Claire Atkinson, Practice Manager, The Grove Medical Group



Team Works Can Help!

We have a range of options available:

- ❖ Become a certified Team Works partner and run Team Works surveys in-house at your convenience.
- ❖ Enlist our services, we will set-up the surveys, feedback the results, design and implement bespoke interventions.
- ❖ We will also deliver your results to the Board in a presentation, with question and answer session, if required.



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For further information about Team Works or becoming a Team Works partner please contact:

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Other tools available from Wellbeing Works:



Wellbeing Works, 198 Heaton Road, Newcastle upon Tyne, NE6 5HP | www.well-being-works.co.uk

Linked  Wellbeing Works