

D3

Rest and recovery post-covid: a necessary step for quality

**In Gothenburg,
Sweden:**
Helen Bevan
Zoe Lord

**In British Columbia,
Canada:**
Christina Krause



Agenda

1. Welcome to the session
2. Bearing witness to the experience of the last two years: a film from British Columbia, introduced by Christina
3. Debrief from the film
4. Service recovery and people recovery
5. How an improvement approach can support recovery and build energy
6. What action should we take to foster people recovery to ensure we are successful in continuing to deliver quality care?
7. Closing reflections

Rest &
Recover



In this session,
we are
explorers,
not experts



Helen Bevan @HelenBevan

Often, as leaders we get cast in the role of “expert”. It can be affirming & powerful as we become the “go to” person for knowledge. The problem is that being more expert means being less explorer. Experts learn less & help other people less on their journeys. By [@jeanmariespeaks](#)



Supportive

Meaning; encouraging, caring, sympathetic

- encouraging
- caring
- sympathetic
- reassuring
- understanding
- concerned
- helpful
- nurturing

Setting the context

- Health Care Workers (HCWs) have endured waves of COVID-19
- We face unique professional stressors on top of the uncertainty and fear experienced by the general public
- This has taken a toll on health human resources, with early retirements, job transitions and vacancies all at record highs



Rest &
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Setting the Context

At the same time, we have also been faced with the greatest global health threat of the 21st century – climate change

Extreme weather events around the world have not only been personally distressing, but have also placed additional burdens on our health care systems



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Debrief from the video

What stood out for you in the video?

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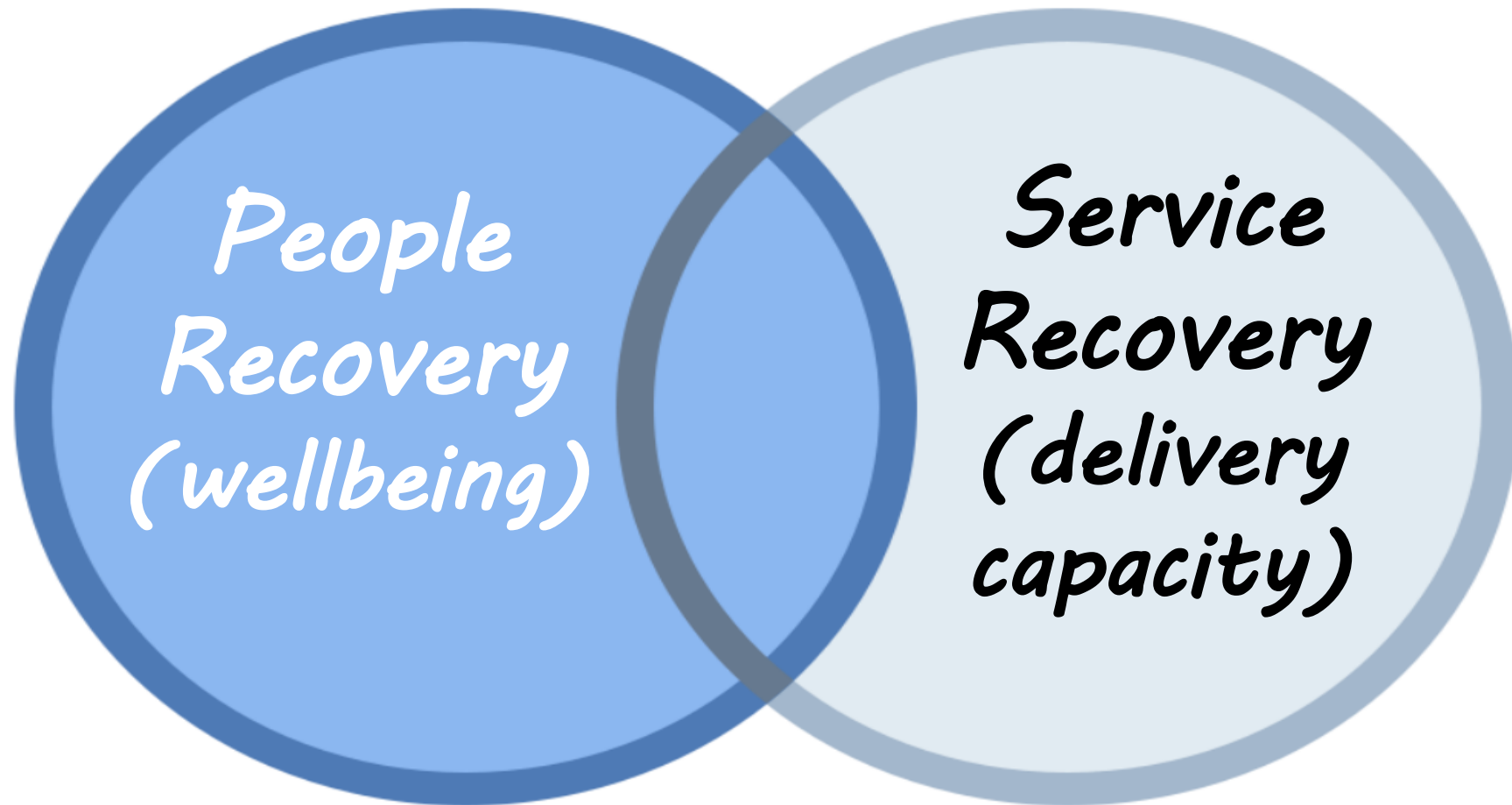
Debrief from the video

How can we emerge stronger after the last 2 years?

Rest &
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People recovery AND service recovery

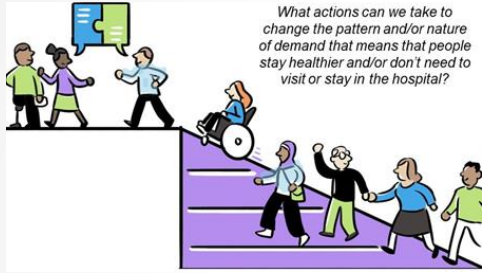


Ten things we have learnt about recovery

1. People recovery and service recovery aren't just connected. They're the same thing
2. Recovery is inherently relational
3. Take a patient and person-centred view of the world
4. Address moral injury
5. If teams are the primary unit for recovery, we must support team leaders and line managers as the prime enablers of recovery
6. Invest in the time and (psychologically safe) space to connect, collaborate and innovate
7. Undertake improvement for people and service recovery in ways that energise, motivate and give people autonomy and control
8. Take the opportunity to work in new, aligned ways
9. Improvement as the default
10. Share, share, share



The six challenges



Rethinking demand challenge



Building outstanding theatre teams challenge



Making elective service recovery fair, inclusive and accessible challenge



Coordination of elective care challenge



Boosting capacity challenge



Thinking the unthinkable challenge:

Analytics on 16th June 2022

#SolvingTogether

HORIZONS

#SolvingTogether is a regionally-led initiative that is part of a suite of interventions relating to the delivery of transformation led by Tim Ferris, Director of Transformation of NHS England and NHS Improvement.

The data

The data included has been gathered from the #SolvingTogether platform (SolvingTogether.crowdcity.com), Google analytics and Symplur. It shows how people are engaging with the programme, where participants are joining from and when people are most active.

Tweet chats

There have been 4 tweet chats so far with #Proud2BOps, #BestMSKHealth, theatre teams and @WeCommunities (including @WeNurses, @WeAHPs and @WeCommissioners)



24,563 million impressions



445 Tweets



2,451 participants

People engaged:

6234

Ideas:

385

Comments:

798

Votes:

1777

Views:

69,575

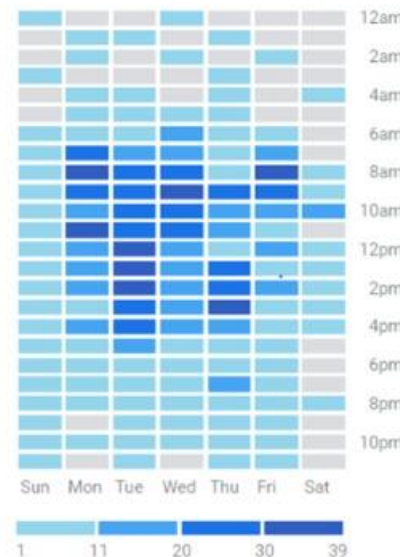
Interactions:

78,769

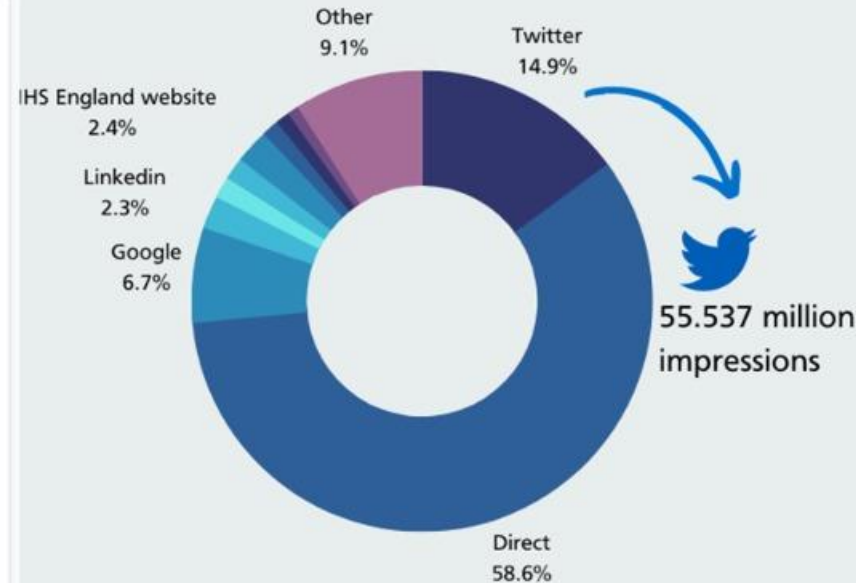


Participant activity

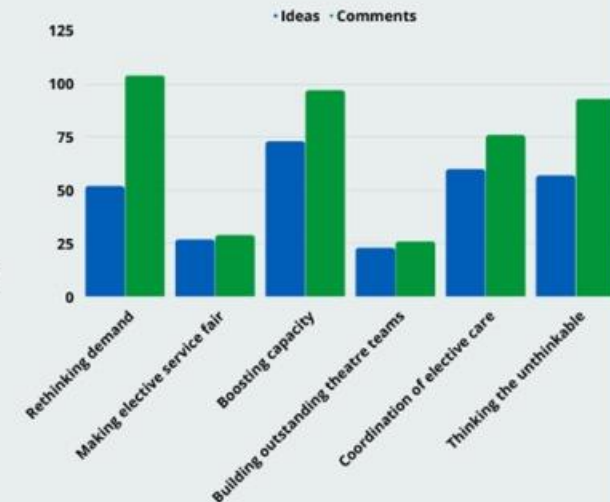
Users by time of day



Where participants are coming from



Activity by challenge



#SolvingTogether theming: work in progress

- Less about innovative process improvement, more about purpose, connection and control
- The underlying themes are in line with the ABC framework (self-determination theory, Michael West and Suzie Bailey, 2020):
 - Autonomy** – the need to have control over our lives, and be able to act consistently with our own values
 - Belonging** – the need to feel connected to, cared for by, and to feel valued, respected and supported
 - Contribution** – the need to experience effectiveness at work and deliver valued outcomes
- This isn't just about staff wanting autonomy and connection, it's patients too

Michael West and Suzie Bailey: [The courage of compassion: Supporting nurses and midwives to deliver high-quality care](#)

#SolvingTogether theming: work in progress

Early priorities:

- What matters to me?
- An outward mindset
- “If I can book my covid vaccination, why can’t I book my surgery?”

Inward mindset

Silos
Focus own outcomes
Justified blindness
Politics
Keep control
Use of official power
Blame
Circular meetings
Reliance on rules, processes, structures
Lots of inertia



Outward mindset

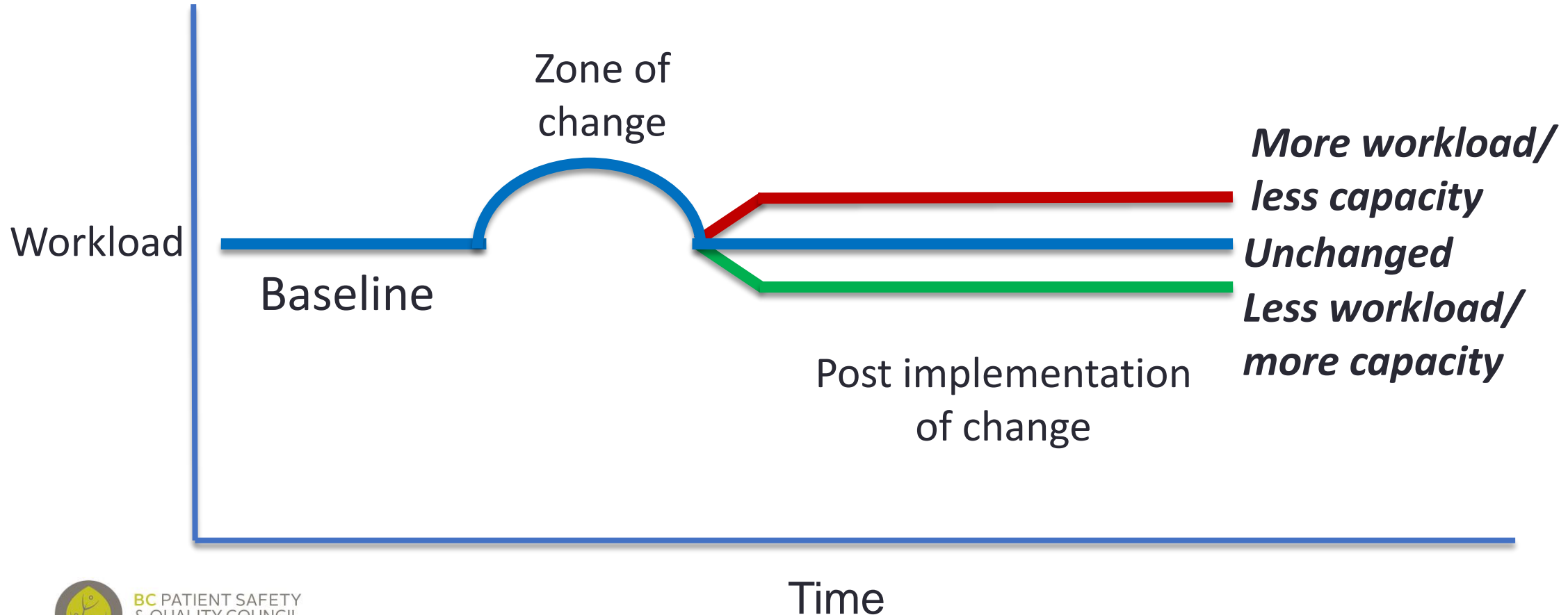
Systems thinking
Care about their impact
Psychological safety
Trust
Give up control
Transparent conversations
Art of possible
Innovation
Collaboration
Accountability
Resilient/Motivated



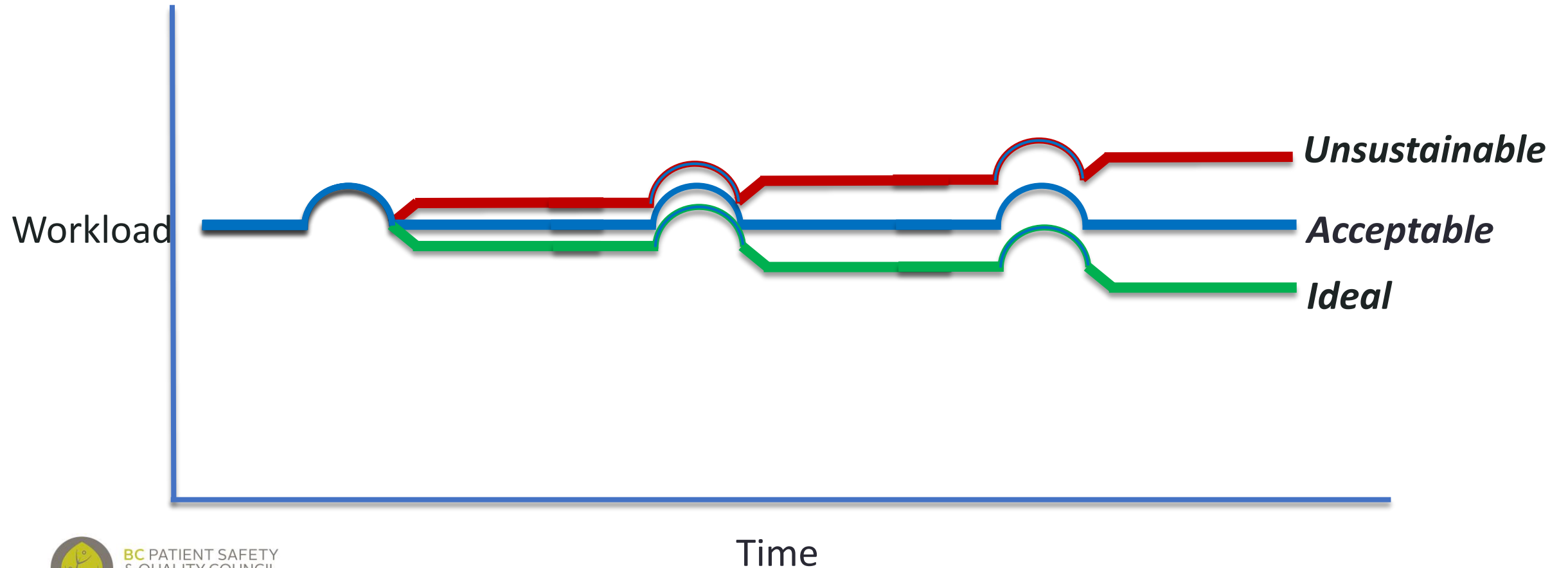
Source: Arbinger Institute



Impact of Change on Workload/ Capacity



Cumulative impact of change

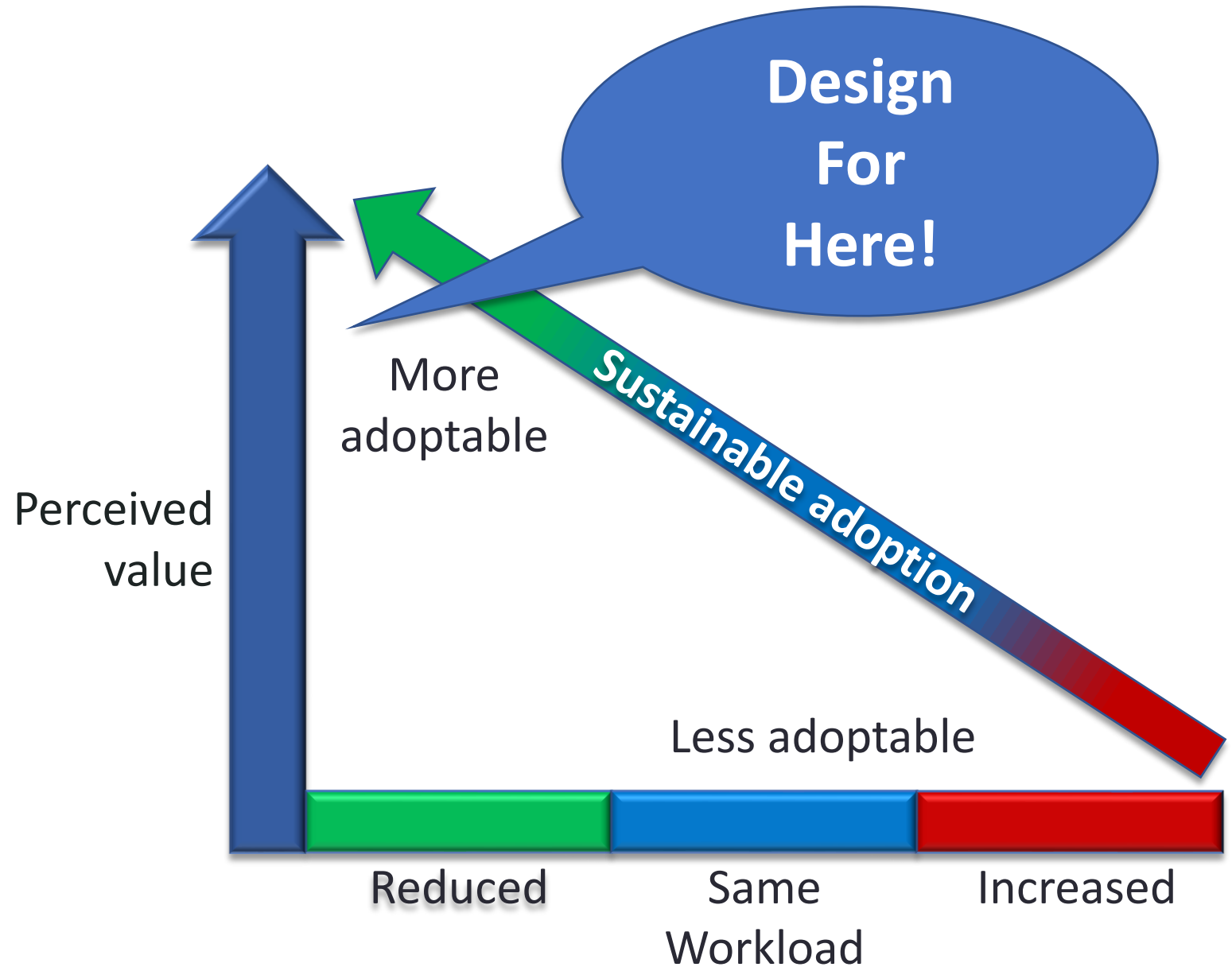


Impact of change on perceived value

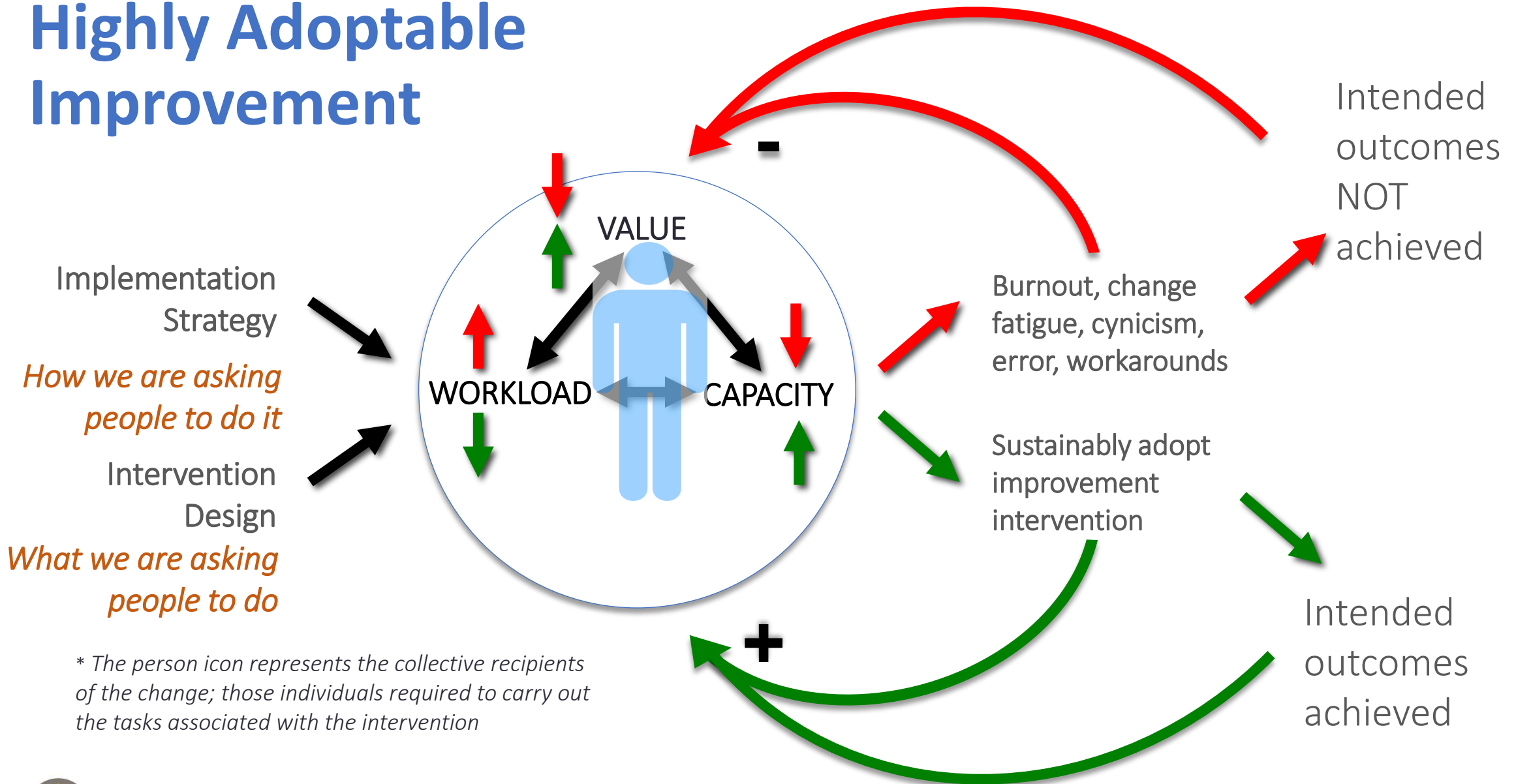
- › People are not passive recipients of change; they evaluate, seek meaning and develop feeling towards change
- › Perceived Value
the willingness/ readiness of individuals to adopt change when they believe the outcome will be of value to them (or things of importance to them.)
 - › Emotional = That will save lives!
 - › Practical = I can see myself doing that new practice
 - › Logical = That new process makes sense

Hypothesis

- › Initiatives that do not add additional workload and have high perceived value are more likely to be adopted, cause less workplace burden and, achieve the intended outcomes



Highly Adoptable Improvement



* The person icon represents the collective recipients of the change; those individuals required to carry out the tasks associated with the intervention

Organisational energy

The level of energy that people bring to their work is shaped by the 'Four Cs' – the energy generators

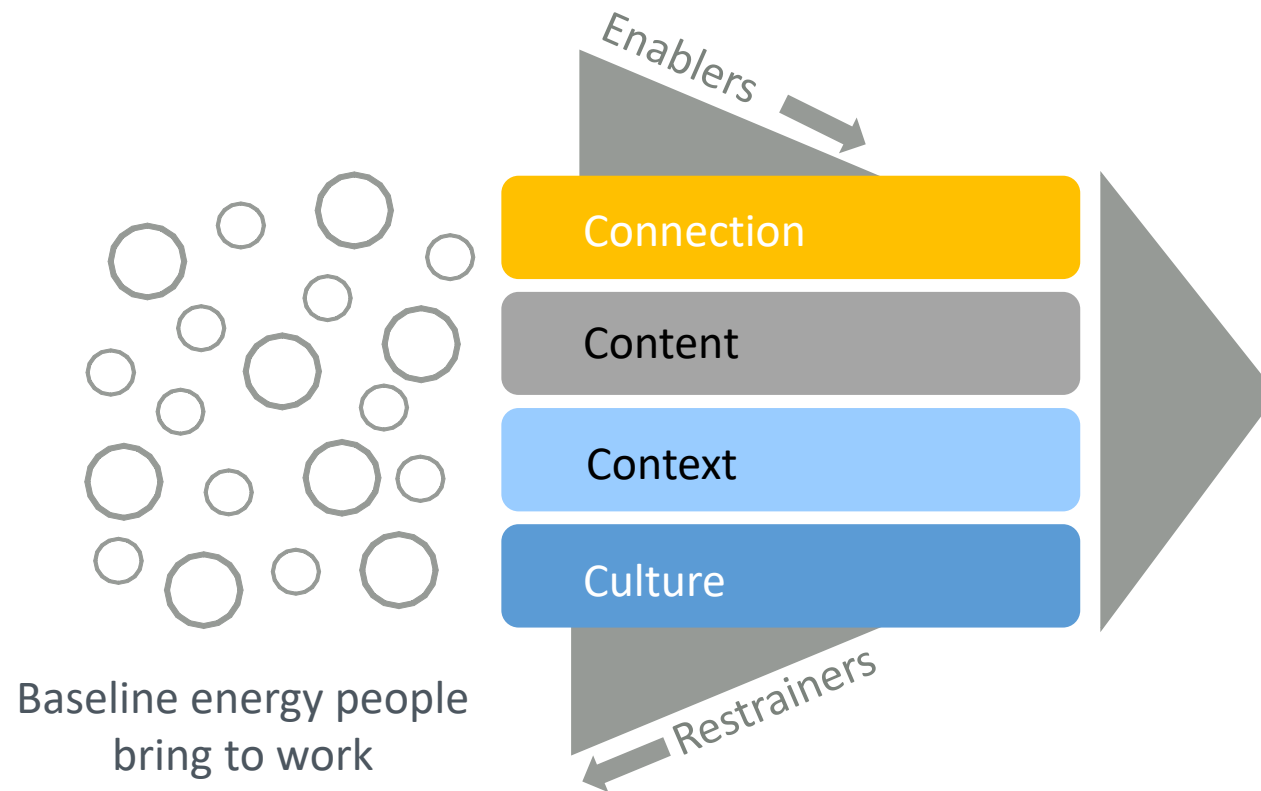
Connection: how far people see and feel a link between what matters to them and what matters to the organisation

Content: how far the actual tasks people do are enjoyable in themselves and challenge them

Context: how far the way the organisation operates and the physical environment in which people work make them feel supported

Culture: how far 'the way we do things round here' encourages people to give of their best

What are the enabling and restraining factors?



Energy matrix

Intensity	High	Corrosive Energy	Productive Energy
	Low	Resigned Inertia	Comfortable Energy
		Negative	Positive

Quality

The 5 Energies of High-Performing Teams

Social

Personal engagement, relationships and connections between people.



Intellectual

Analysis, planning, thinking.



Spiritual

Commitment to a common vision for the future, driven by shared values and purpose.



Physical

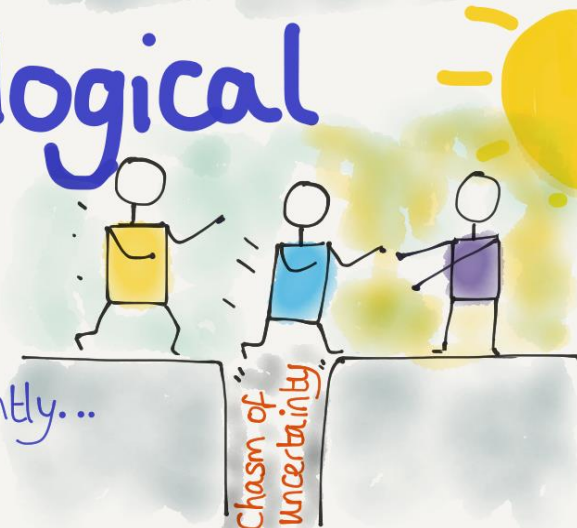
Getting things done!
Making progress.

@HorizonsNHS

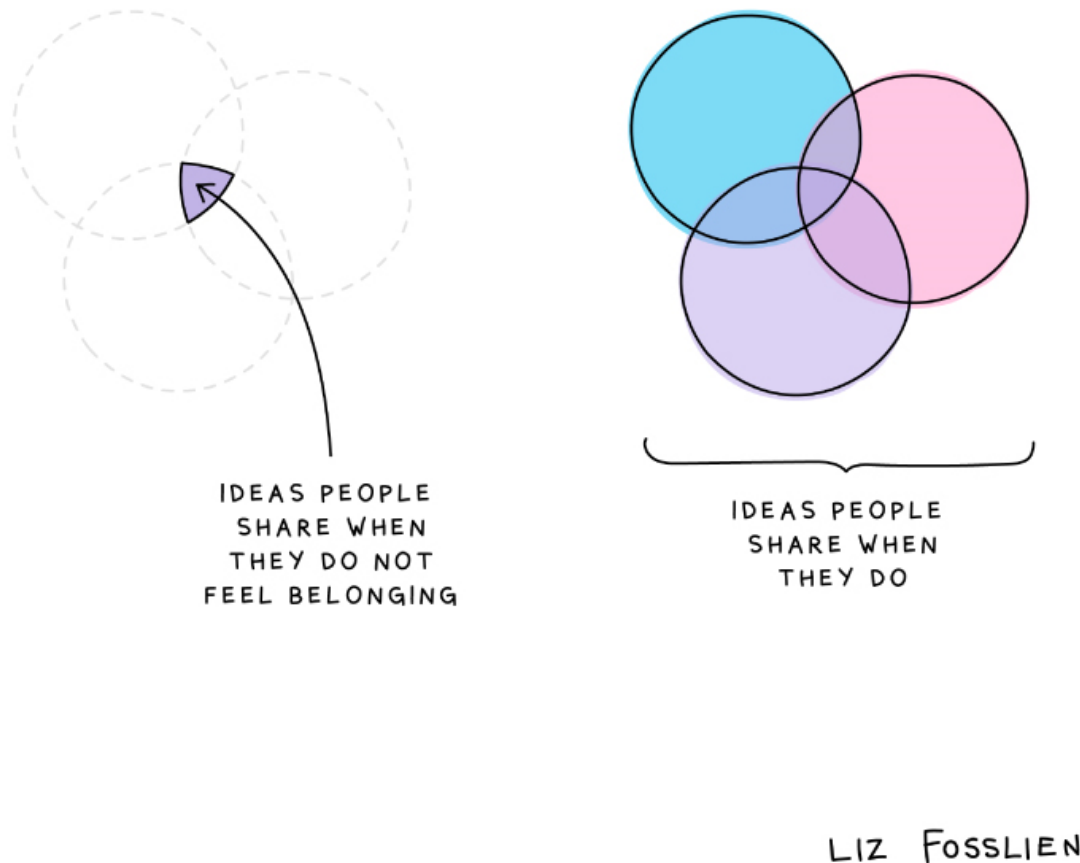


Psychological

Courage, resilience, feeling safe to do things differently... and take risks.



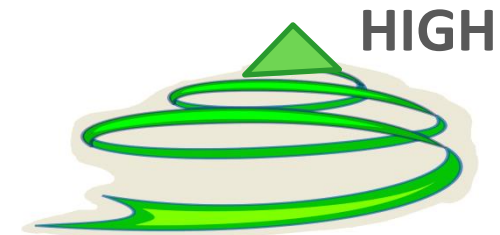
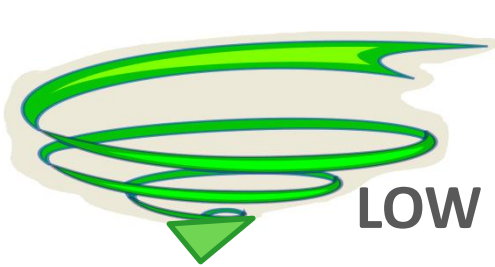
Workers who feel connected to their colleagues are three times as likely to report that they maintained pre-pandemic levels of productivity



Source: "What You're Getting Wrong About Burnout"
By Liz Fosslien, *MIT Sloan Management Review*, August 2021
sloanreview.mit.edu/article/what-youre-getting-wrong-about-burnout

https://sloanreview.mit.edu/article/what-youre-getting-wrong-about-burnout/?social_token=4df7d91cfd5e8fca190db7c686480995&utm_source=twitter&utm_medium=social&utm_campaign=sm-direct

High and low ends of each energy domain



Social

isolated

solidarity

Spiritual

uncommitted

higher purpose

Psychological

risky

safe

Physical

fatigue

vitality

Intellectual

Illogical

reason

What action should we take to foster people recovery to ensure we are successful in continuing to deliver quality care?

Write your own idea for action on the white card:

- Bold ideas are welcome
- No idea is too small or too stupid

Rest &
Recover



Reflections



PLEASE SUBMIT YOUR FEEDBACK



Join at slido.com
#quality2022