

Greetings from the Staff Care and Development team!

We are in month 3 of the second cohort of the programme, and are excited to see wards progressing well with their change projects and individual coaching. For those who were able to make it to our first Community of Practice last week, thank you for giving your Wednesday afternoon for it, and for bringing such a **positive energy and passion for making change**. We hope you all heard something helpful to take away with you, and are already looking forward to the next one! In the meantime, we have some more thoughts to share with you to support your work on Culture of Care...

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### Let's talk about: building psychological safety

So much of cultural change is about recognising and holding difficult conversations, which often feel risky or uncomfortable for everyone involved. When we feel psychologically **safe to admit our vulnerabilities and our mistakes**, we are more equipped to have hard conversations in a constructive way, and so work through challenges together. So how do we get there?

#### Be brave to be trusted

Brené Brown says vulnerability is the secret ingredient to building authentic relationships that offer support - basically, the more open we are about our feelings and limitations, the more everyone else feels safe to do the same. Trust is the foundation of this vulnerability, and [Brown's BRAVING model](#) gives us a roadmap to get there - setting and explaining **B**oundaries, **R**eliability, **A**ccountability, **V**ault (confidentiality), **I**ntegrity, **N**on-judgement, and **G**enerosity when interpreting the intentions of others.

#### I forgive my mistakes (so I'll forgive yours)

What are mistakes? Carol Dweck (architect of the '[growth mindset](#)') says they're opportunities to learn. [Research shows](#) that teams that report more mistakes perform better overall, so embrace those errors! This includes practising self-compassion when we feel the sting of shame—recognizing it, acknowledging it, and then reaching out for support instead of hiding ourselves and our missteps. Once we can forgive ourselves, we can also forgive others, and give truly non-judgemental support.

#### Rebuild the burned bridges

In all teams, especially in high-pressure inpatient environments, ruptures (moments of conflict or miscommunication) are inevitable. When they do happen, it's important to take time to rebuild any relationships we've bruised. To help navigate difficult conversations in

these rupture and repair cycles, we have an **IDEA**: only start once you have positive Intent (and only with consent), objectively Describe the situation and what to improve, listen in a two-way Exchange, and agree on 1-2 tangible **Actions**.

As you begin implementing your plans and establishing your updated reflective practice approach, we'd like to leave you with a **question to consider**:

*How can you show yourself, and your team, that it's safe to admit a mistake?*

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### **A view from the ward:**

The Ward 1A team at Forest Close, an inpatient rehabilitation service at Sheffield Health and Social Care NHS Foundation Trust, has been exploring how to develop a more shared understanding of clinical practice between non-registered and registered staff. For example, different views can bubble up about what constitutes and justifies more or less restrictive practice. In these situations, it's important to manage disagreements well and embrace "positive conflict" where colleagues may not agree with a view expressed / decision made but feel heard and valued for their contributions. So far, the team has (i) been gathering ideas from colleagues for a team culture pledge; (ii) instituted a way of including at least one healthcare support worker in each MDT ward review meeting, and (iii) set up a new support worker forum so that staff who sometimes feel on the margins have a stronger voice and sense of representation. This is the start of their journey. The team has had two coaching sessions so far and is still developing ideas.

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### **Something for your toolbox: Fostering Psychological Safety and more**

Building psychological safety means diving into **difficult and often emotive conversations**. The irony is, if there's something you feel uncomfortable raising with your team, that might be exactly the topic that is most important to talk about...opening up spaces to have productive discussions about these topics can feel like a risky and scary thing to do in its own right.

As you prepare to take the plunge, we've got a [template to share with you](#), to help plan what things to cover with your team. Step 1: does everyone know that you expect the team to keep learning, and not get it 'right the first time'? Step 2: can you make it clear that you don't have all the answers, and that you want to keep asking questions rather than always jumping straight to an opinion? And

step 3: can you show you've listened appreciatively to the people who've shared vulnerable things, and that you can respond to violations of boundaries without making it a painful experience to share bad news?

We're by no means the only people who have been thinking about psychological safety, so we've also found some other great resources which we'd love to direct you to:

- [Google's Project Aristotle](#) research showed that what makes an effective team is psychological safety; in fact, team success is not significantly connected to 'individual performance of team members' at all!
- Psych Safety have developed a [Practice Playbook for healthcare settings](#), including some practices and tools to help teams improve psychological safety. They also have some interesting blog posts if you have a bit more time on your hands...
- Anything by Amy Edmondson, Brené Brown, and Patrick Lencioni is probably worth a read! That being said, particular highlights to order from your local library are [The Fearless Organization](#) (Edmondson, 2019), [Dare to Lead](#) (Brown, 2018), and [The Five Dysfunctions of a Team](#) (Lencioni, 2002).

### Updates from the Culture of Care team

Offer	Updates
Project coaching for teams	<ul style="list-style-type: none"> <li>● Many second, and some third team coaching sessions have now been held.</li> <li>● Teams are focusing on finalising their plans and working through the first steps to implement their project.</li> <li>● <b>Get in touch with <a href="mailto:cultureofcare@thepsc.co.uk">cultureofcare@thepsc.co.uk</a> to schedule your next session, if you haven't already.</b></li> </ul>
Individual coaching	<ul style="list-style-type: none"> <li>● Individual development coaching sessions have begun, and most ward teams still have slots available to use.</li> <li>● <b>Get in touch with your ward manager if you wish to be nominated for this. Ward managers, please confirm individuals for coaching with your coach or by contacting <a href="mailto:cultureofcare@thepsc.co.uk">cultureofcare@thepsc.co.uk</a></b></li> </ul>
Reflective practice training	<ul style="list-style-type: none"> <li>● Supervision sessions have begun, supporting facilitators to explore how they might establish and run their first group, and how to connect with existing arrangements. If you attended the training in April/May, do remember to join and regularly attend a supervision group. Dates with our three supervisors are:               <ul style="list-style-type: none"> <li>○ Sue Mitchell: 27th June, 1st August, 15th August, 29th August, 19th September, 3rd October</li> <li>○ Laura Sennen: 23rd June, 14th July, 28th July, 18th August, 15th September</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Graham McKay: 25th June, 9th July, 27th July</li> <li>● <b>Get in touch with <a href="mailto:NHSERP@groupanalysis-uk.co.uk">NHSERP@groupanalysis-uk.co.uk</a> if you aren't sure which group you are in, or have any queries regarding Reflective Practice supervision.</b></li> </ul>
Community of practice	<ul style="list-style-type: none"> <li>● We are reflecting on the first event on 25th June, and will share a summary of the conversations in the next newsletter.</li> <li>● The second event is in diaries for 21st August.</li> <li>● <b>Get in touch with <a href="mailto:cultureofcare@thepsc.co.uk">cultureofcare@thepsc.co.uk</a> if you have a story you want to share, or a topic you want to discuss at the next event.</b></li> </ul>
Lived experience network	<ul style="list-style-type: none"> <li>● We invite people with lived experience roles, or any member of staff with lived experience, on the Culture of Care: Staff and Development Programme to join a supportive network of colleagues.</li> <li>● This network provides a supportive, reflective space in which to consider issues you may encounter in your project, develop ideas that support your role, and empower you both on projects and in your roles more broadly.</li> <li>● The next meeting is in diaries for 25th July.</li> <li>● <b>Get in touch with <a href="mailto:cultureofcare@thepsc.co.uk">cultureofcare@thepsc.co.uk</a> to sign up or find out more.</b></li> </ul>
Cohort 3	<ul style="list-style-type: none"> <li>● Expressions of interest for Cohort 3 of the Culture of Care: Staff Care and Development programme are now open! Wards who are not currently taking part in Culture of Care: Staff Care and Development are welcome to apply.</li> <li>● To express interest, <a href="#">complete this form</a> before 22nd July 2025. We will then share a full registration form for you to complete your sign-up, due by 5pm on 5th August 2025.</li> <li>● To sign up for virtual Q&amp;A sessions in July about the offer, register for the <a href="#">7th July session</a> or the <a href="#">15th July session</a>.</li> <li>● <b>Get in touch with <a href="mailto:cultureofcare@thepsc.co.uk">cultureofcare@thepsc.co.uk</a> if you have any questions.</b></li> </ul>

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That's all for now! We'll talk more about **anti-racism** next time, in August. In the meantime, you can find everything above and more on our website: [www.cultureofcare.thepsc.co.uk](http://www.cultureofcare.thepsc.co.uk).

Best wishes,

**The Culture of Care: Staff Care and Development team**

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This email relates to the Staff Care and Development strand of the Culture of Care programme. The other five strands are being managed separately. For information on the other strands, please visit the websites of the [National Collaborating Centre for Mental Health \(NCCMH\)](#) and the [Foundation of Nursing Studies \(FONS\)](#).

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