

Greetings from the Culture of Care: Staff Care and Development team!

Over a month on from the workshop in Birmingham, we've been **endlessly encouraged by the enthusiasm and thoughtfulness** we've seen so far. As all 60 ward teams get into their stride, we want to share some topics that keep bubbling up in our conversations with you all as we visit your wards.

Let's talk about: implementing Quality Improvement (QI)

The Staff Care and Development programme is about helping staff to thrive and grow, and so improving the quality of care and service user experience. QI approaches can provide a toolbox for **structuring continuous positive changes**, and deliver lasting, measurable benefits. As food for thought, we have three pearls of wisdom to share from Geoff Brennan (Safewards Clinical Supervisor):

Child rearing not recipes

A big lesson for Geoff was 'what works well for one ward may not work well for another'. So, a 'recipe' approach, replicating another process/ project, may not be the best strategy. Wards are unique - as are children - parents will tell you that raising children requires continuous trial and error, and understanding the unique strengths and weaknesses of each 'child'. Wards are just the same.

Finding the change makers

To make effective cultural change, wards will need to get involvement and support from the right people. But who are the right people? Geoff's view: only the ward community can really change a ward (both staff and service users). Thus genuine buy-in from the ward is the most important thing for a successful QI project. So take time to find the right people for involvement in your ward project, involve them and look after them.

Moving from 'less' to 'more'

As the song says, "accentuate the positive to eliminate the negative!" In other words look for positive things to increase on your ward (e.g. fun activities, promoting great care or teamwork e.g. 'star of the week') in addition to negative things on your wards you would like to reduce (e.g. incidents, seclusions).

As you continue to explore and refine your change idea, it might be useful to consider: ***What will your ward community think is different about your ward's culture once your change has been made?***

Something for your toolbox: Equity Huddles and other helpful QI project resources

Change will look different on every ward. Maybe it's about building the capabilities of staff to improve the quality of relational care. Or encouraging more positive informal interactions with service users to build stronger therapeutic relationships. Or fostering psychological safety within your team, so staff feel able to bring the best of themselves, and work through challenges together.

As you explore your priorities as a ward, it's important to **hear from different people** in the team, from housekeeping to matrons. If you are a leader on your ward, we encourage you to try out **Equity Huddles**, prompting rich conversations by asking a question from [these cards](#). Finding just 10 mins during huddles or staff meetings could spark a QI project idea you'd never considered.

Other great resources we've found that might be useful for your Quality Improvement projects include:

- We love this [illustrated guide to QI](#) from North East London NHS Trust, particularly page 23 which shares some handy tips on why some projects fail.
- [The School for Change Agents](#) by NHS Horizons offers a bitesize online course (free for NHS and other healthcare staff) to help you 'become a change agent': someone who sees that things could be different, and has the passion and skills to make change happen. A digital CPD certificate is available on completion of the bitesize course.
- Health Innovation West have created [a reference library of QI tools](#) which you could use - we particularly recommend checking out the habits of an improver, driver diagrams, and stakeholder analysis tools.
- This [National Collaborating Centre for mental health paper](#) details the levels and benefits of co-production, and the value that can be derived from co-producing services with people with lived experience.
- We found a lot of the findings from the [Health Services Safety Investigations Body report](#) on therapeutic care in adult mental health inpatient settings, resonated with things we're hearing. Of note, while racism and inequity were identified as one of the most pressing issues for the sector in the [Independent Review of the Mental Health Act](#), they are not mentioned in this report.

A view from the ward: Glyme Ward

The team on Glyme Ward, at Littlemore Mental Health Campus in Oxford, has embedded a **wellbeing check-in** at staff handover and in monthly supervisions in order to support one another's welfare and ability to respond to the demands of caring for vulnerable patients on medium secure forensic ward.

The team uses a red, amber, green and blue magnet system to communicate their emotional and regulatory capacity day-to-day and allocates tasks to one another in alignment, no questions asked.

The result is a better experience for staff, increased teamship and improved responsiveness with the patient group

The team also uses a solution focused grading tool in their monthly supervisions to facilitate a wellbeing conversation for every staff member.

Results have been really positive so far, and the team continues to track the impact. Colleagues have described the techniques as some of the most impactful Quality Improvement work seen on the ward in recent years

Updates from the Culture of Care team

Offer	Updates
'Getting to know you' site visits	<ul style="list-style-type: none">• 'Getting to know you' site visits have taken place across 53 wards thus far, with the remaining 7 booked in over the next week• Coaches really appreciate meeting members of staff and service users in your ward environments, and seeing and hearing about the incredible work you're doing. Thank you!
Project coaching for teams	<ul style="list-style-type: none">• We are beginning to book team coaching sessions with ward teams. If you have not already done so please liaise with your ward manager and colleagues to decide who will take part in the team coaching sessions from your ward (ideally, the same team members should stay involved throughout the project for continuity and impact).• If not already arranged, team coaching sessions can be booked by emailing your ward coaches directly or by emailing Jess and Saah at cultureofcare@thepsc.co.uk
Individual coaching	<ul style="list-style-type: none">• Bookings are open for 1:1 development coaching, aiming to help you improve your practice in line with the Culture of Care standards.• Book <u>via your ward manager</u>, or get in touch with Jess and Sarah at cultureofcare@thepsc.co.uk with any questions.

Reflective practice training	<ul style="list-style-type: none"> If you have not done so already please email Tina at NHSERP@groupanalysis-uk.co.uk with the member of staff nominated from your ward to attend for reflective practice training. (Course dates are: either 17th and 24th October, 27th and 30th October, or 10th and 13th November)
Community of practice	<ul style="list-style-type: none"> The first Community of Practice event is planned for Wednesday 19th November 11am-1pm on MS Teams, and will create spaces to discuss themes from ward site visits. Get in touch with cultureofcare@thepsc.co.uk if you have a story you want to share, or a topic you would like to discuss.

New guidance published: Inpatient Mental Health, Learning Disability and Autism Services

Four new NHS England guidance documents have been recently published, aligned to the [Culture of Care Standards](#), which may be useful for your work on mental health inpatient units. These include:

- [Autism-informed inpatient care](#) – supporting staff to better understand and care for autistic people.
- [Culturally competent inpatient care](#) – helping teams deliver care that recognises and values cultural identity and experience.
- [Trauma-informed and harm-aware inpatient care](#) – supporting services to create safe, personalised environments, grounded in an understanding of the widespread impact of trauma.
- [Identifying restrictive practice](#) - developed to raise awareness among staff of the range of restrictive practices that are used within mental health inpatient services and their impact on patients.

That's all for now! In the meantime, you can find everything above and more on our website: www.cultureofcare.thepsc.co.uk.

Best wishes,

The Culture of Care: Staff Care and Development team

cultureofcare@thepsc.co.uk
www.cultureofcare.thepsc.co.uk

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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