



STAFF WELL-BEING

As we have said in Section 1: Practice Capacity, the general practice workload is ever increasing and we constantly face challenges and stresses. These challenges and stresses require us to... They force us, however, to recognise the importance of every individual's 'wellbeing' at work,. Paying attention to the ways in which we cultivate resilience and coping among staff teams working in often difficult contexts.

In our preliminary work, You told us that staff wellbeing is important to you.

The term 'wellbeing' covers many aspects of the way people feel about their lives. Having a job in the first place is hugely important as is belonging to well-led teams and working with people who love their job, but there is also growing research to support the idea that improved wellbeing has a knock on effect in terms of positive workplace performance.

<https://www.gov.uk/government/publications/worker-wellbeing-and-workplace-performance>

As a result, many organisations are choosing to adopt practices to increase the wellbeing of their staff. We were looking to shine a light on, and inspire examples of these good practices across practices in the borough.

HOW DID WE WORK WITH YOU?

We have been talking and listening to clinicians and staff in general practices across the Borough to gain a qualitative picture of what staff well-being does, and could look like in Tower Hamlets. We also ran a series of staff wellbeing workshops at Practices where we supported teams to reflect on their own well-being and to formulated 'wish lists' about how it could be improved

WHAT DID YOU TELL US?

PERSONAL SAFETY

We want to feel physically safe at work with clear policies around threatening behaviour of any kind.

- + Behaviour posters
- + Customer relations training

TOOLS TO DO THE JOB

People talked in terms of a clean, well ventilated, airy / light environment with adequate space to work in.

- + Pleasant work environment, including access to water, bike storage...and showers!
- + Links to Occupational Health for workplace health and safety
- + Encourage social interaction
- + Adequate kit (quantity and quality)
- + Trouble free computer systems

EFFECTIVE INDUCTION AND ADEQUATE TRAINING

We want to do jobs we are suited to and are properly trained for. We want supportive supervision and helpful and empathetic co-workers. We appreciate professional development training. We want feedback on performance, proper appraisals and some idea of a career path.

- + Share people skills eg set up a Balint group (<http://balint.co.uk/about/the-balint-method>)
- + Encourage CPD and attendance at PLT sessions

STRESS RELIEF / PHYSICAL HEALTH

We sometimes feel that we'd like to benefit ourselves from some of the initiatives being offered to our customers eg exercise and healthy eating advice. We're aware that being chained immobile in front of a computer screen all day can't be good for us and would like to learn about coping strategies and have opportunities for time out.

- + Give up smoking. Eat healthily. Keep active. Have lunch walks – with patients! (see <http://www.walkeast.org/GetWalking/Walks.html>)
- + Train staff on emotional resilience (see <https://www.time-to-change.org.uk/workplace-film-selector> from the Department of Health)
- + Encourage staff to use the Big White Wall (see <https://www.bigwhitewall.com>).
- + Connect with the Community Psychotherapy Network (Help the Helpers project) (see <http://communitypsychotherapy.org.uk/>)
- + Considerations of work-life balance schemes, where work and personal lives are compatible

APPRECIATION AND FAIRNESS

We want to feel appreciated and be part of 'success' in whatever form it takes. We want to feel our job role has significance and that it's worth doing.

- + Show appreciation. Openly recognise good work through award schemes
- + Become a London Living Wage employer, with consistent remuneration across the Borough
- + Say thank you!

TEA AND CHAT

Above all, what people wanted was positive interpersonal contact with other people, their colleagues and customers alike. They wanted a proper break and the opportunity to talk to co-workers outside of formal meetings. Away days and team building activities also featured on wish lists.. Essentially we want more opportunities to 'hang out' with one another.

- + Encourage social interaction

EXISTING EXAMPLES FROM THE BOROUGH

PERSONAL SAFETY

Practice/Location	Project Title
Harford Health	Practice Manager taking steps to develop relationships with the community
Mission Practice	Practice Manager has an office and door open onto the waiting room. The deputy has an office off of the reception area
St Katherine's Dock	Practice Manager is located in the reception area and makes a point of intervening if he hears raised voices

TOOLS TO DO THE JOB

Practice/Location	Project Title
Blithehale Bromley by Bow Harford Health St Katherine's Dock	Practices which are light and airy, well-ventilated, spacious and clean A nice working environment, for example artwork in shared spaces at Blithehale and Bromley by Bow Harford Health shares a building with a café, a housing association, City Gateway, Limehouse Project, Greenlight Pharmacy so that connections and referrals can be made easily
Mission Practice	Has a bike room
XX Place	Has showers, also ZIP water heaters so no one has to wait for a kettle to boil
Chrip Street	Has a dedicated IT person
St Katherine's Dock	Work with 2 screens and find it more efficient than having to switch between programmes all the time

EFFECTIVE INDUCTION AND ADEQUATE TRAINING

Practice/Location	Project Title
Grove Road	The Practice Manager gives positive encouragement to staff (especially Practice Nurses who may never have had IT training) to sign up for the free IT courses via Adelina.Burton@nelcsu.nhs.uk
Mission Practice	Reception manager is doing a Health Management Diploma via AMSPAR (Association of Medical Secretary, Practice Manager, Administrators and receptionists) http://www.cherithsimmons.co.uk
Spitalfields	Practice Manager spots potential and brings on people who perhaps have missed out on further education opportunities through training via http://www.intraining.co.uk / BTEC. They also participated in the CCG leadership programme
Whitechapel Health	Use WebEx for meetings which allows people who missed a meeting to catch up later. http://www.webex.co.uk Praxis advocates have proper access to the computer system and help with recalls and reminders, which makes them feel as if they belong
St Paul's Way	Upskilled receptionists to do phlebotomy and receptionist to medical secretary. They also have a system of peer mentoring
XX Place	Upskilled receptionists to become HCAs

WORK LIFE BALANCE / FLEXIBLE WORKING

Practice/Location	Project Title
St Stephens	Offers flexible working and makes a point of making sure staff feel supported

STRESS RELIEF / PHYSICAL HEALTH

Practice/Location	Project Title
Bromley by Bow	Has a running group. We heard of various other Practices that had started exercise initiatives which had sadly lapsed eg Zumba using a WiiFit in the waiting room at Whitechapel Health Football team
Chrisp Street Spitalfields St Stephens St Paul's Way	Practice Manager makes a point of having 'welcome back to work' chats to make sure there are no underlying issues for absence At Chrisp Street they use the 'Bradford' system, which is... http://www.bradfordfactorcalculator.com/#bradford_factor_what St Paul's Way uses outsourced HR expertise http://www.peninsulagrouplimited.com/
St Paul's Way	Great team morale with effective and clear leadership
St Stephens	Reduced the number of GP appointments available eg from 72 appointments per 1,000 a week to 62. Similarly allowing for longer nurse appointments than the NIS requires at interim reviews, to allow for a proper opportunity to chat and make sure nothing is overlooked
Whitechapel Health	AT Medics has put on an extra 2 (to 4) people to deal with the morning rush on reception

APPRECIATION AND FAIRNESS

Practice/Location	Project Title
Aberfeldy	Share workload so that everyone can leave at the same time
Chrisp Street	Rewards staff with a full attendance record in the quarter with an extra day's holiday (Keeping staff happy) – no one has left in the last 4 – 5 years
East One Health	Mystery Shopper to reward effective and smiley receptionists

St Paul's Way	Obtaining accreditation for paying the London Living Wage (£9.40 per hour)
	Annual appraisals for everyone (often linked with pay rise)
	Staff very much had the impression that the Practice Manager had walked in their shoes and was batting for them
St Stephen's	They are carrying out an independent staff satisfaction survey this year
Whitechapel Health	Dinner out for the team after achieving 85% of their smear test target

AUTONOMY

Practice/Location	Project Title
Blithehale Jubilee Street Limehouse St Paul's Way St Stephen's	"Fresh Doctors" Multi-disciplinary micro teams – structuring teams in such a way that delivers relational continuity of care, particularly to patients with co-morbidities or extra needs See Liliana Rissi's work here http://bjgp.org/content/65/639/536
East One Health	Equal and fair team meetings at all levels so that everyone gets a say and any issues are dealt with
Spitalfields	Practice Manager makes a point of not micro-managing and encourages people to step up and 'own' their jobs

JOB SECURITY

Practice/Location	Project Title
Whitechapel Health	6 staff members previously on 0 hours contracts have been given full time contracts by the new incumbents, AT Medics

TEA AND CHAT

Practice/Location	Project Title
Blithedale St Stephens	Morning coffee time coincides and everyone has to 'check in' and show their face, even if it's only for 30 seconds
Mission Practice	Has a weekly lunch for all staff on their Thursday half day closing
Network 6	Annual PLT session followed by bowling

USEFUL LINKS AND READING

+ Key facts on the wider determinants of health in Tower Hamlets

<http://www.towerhamlets.gov.uk/Documents/Public-Health/JSNA-Summary-2015.pdf>

+ Thinking about creating services that address the needs of the whole person.

<http://www.internationalfuturesforum.com/p/humanising-healthcare-patterns-of-hope>

+ Addressing health inequality as a means for social justice

http://www.local.gov.uk/health/-/journal_content/56/10180/3510094/ARTICLE

<https://www.instituteofhealthequity.org/projects/fair-society-healthy-lives-the-marmot-review>

+ Co-produce solutions with the local community

<http://www.uclpartners.com/our-work/academic-health-science-network/integrated-children-young-people-and-maternal-health/diy-health>