



## Thinking about Staff Wellbeing

We know that if we want staff to create 'caring, supportive environments' for patients, then we need to create 'caring, supportive' environments for staff (King's Fund, 2014). A number of enabling factors have been identified including leadership (King's Fund, 2012; Maben et al., 2012), co-worker relationships (Maben et al., 2012), along with well-structured teams (West and Dawson, 2012).

When starting to think about the ways you can enhance staff wellbeing, it might be helpful to consider the following questions.

### How can I?

#### *Team presence:*

- Help team members to feel that they belong and are part of things?

#### *Team participation:*

- Identify what is important to team members about their work?
- Enhance relationships within (and outside of) the team?
- Create a family at work?

#### *Promoting choice:*

- Enable team members to make choices, be creative and use their judgement?

#### *Supporting contribution:*

- Help team members to develop relevant knowledge, skills and competencies?
- Enable team members to recognise, share and use their strengths, passions, ideas and opinions?

#### *Valuing roles:*

- Help team members to feel that they matter and have a valuable role to play in the team by increasing the ways that they can contribute?

Adapted from O'Brien's 'five valued experiences' in and O'Brien, J. and Tyne, A. (1981) *The Principle of Normalisation: A Foundation for Effective Services*. London: CMH.

## Enabling Team Participation Using Creative Approaches

### *How do I facilitate a creative activity to enable team participation?*

Ideally these activities should be facilitated with a small group of people (ideally 5-10). Usually you would allow 45-60 minutes depending upon the number of people involved. It is a good activity to start a team day, or if you are establishing a new team or project group, for example.

Suggestions are provided below for doing this using picture cards and also by creating pictures/collages.

### Working with picture cards

You can buy packs of picture cards (approximately postcard size) from a number of places (see resources at the end), or alternatively you could gather together a collection of postcards, photographs or images from magazines. These can represent anything at all e.g. people, food, scenery, flowers, animals, abstract etc. but ideally should not contain too many words.

### *Preparing the group*

To prepare the group, explain that you are inviting them to take part in an activity that will help them to get to know each other a bit more as people (you could show them the questions below). It is helpful to suggest that participants should only share what they are comfortable with. You should also discuss if and how participants would like to collect the contributions of the group e.g. not at all, individually on pieces of paper or collectively on a flip chart. At this stage the group should decide how this information will be used/shared e.g. is it just for the group members or are you going to create brief profiles for all the team members that can be shared?

### *Using the cards*

Having spread the cards/pictures out in front of the group, invite each participant to select at least three cards that will help them share their answers to the following questions with the other group members:

- What do I offer/bring to the team?
- How can people/the team support me?
- Something about myself that I would like to share with the team

### *Gaining feedback*

When all the participants are ready, invite them to share their contributions in turn. It might be helpful to set a time limit before starting to ensure equity. It is also helpful to suggest that participants don't interrupt when someone is speaking, but the group may agree that they are able to ask questions once the person has finished sharing.

Capture this information as agreed before moving on to the next participant.

When allocating time for this activity, you could allow 10 minutes for selecting cards, 5 minutes per person for sharing and then a further 10 minutes for the group to talk about any insights or actions arising from the activity.

### Creating pictures or collages

You will need to collect together a box of creative materials e.g. old magazines, glue, scissors, felt pens or crayons or paints and brushes, stickers, balloons etc.

### *Preparing the group*

To prepare the group, explain that you are inviting them to take part in an activity that will help them to get to know each other a bit more as people (you could show them the questions below). It is helpful to suggest that participants should only share what they are comfortable with. You should also discuss if and how participants would like to collect the contributions of the group e.g. not at all, individually on pieces of paper or collectively on a flip chart. At this stage the group should decide how this information will be used/shared e.g. is it just for the group members or are you going to create brief profiles for all the team members that can be shared?

### *Creating a picture/collage*

Working individually, invite the participants to create a picture/collage that represents their responses to the following questions:

- What do I offer/bring to the team?
- How can people/the team support me?
- Something about myself that I would like to share with the team

### *Gaining feedback*

Once the pictures have been created, the participants should each have an opportunity to respond to the questions by sharing their creations. It might be helpful to set a time limit before starting to ensure equity. It is also helpful to suggest that participants don't interrupt when someone is speaking, but the group may agree that they are able to ask questions once the person has finished sharing.

Depending upon how the group have agreed to use/share this information, individuals may want to capture key words or phrases that emerge, or they may just be happy to share their picture with the wider team, for example.

When allocating time for this activity, you could allow 15-20 minutes for creating the pictures/collages, 5 minutes per person for sharing and then a further 10 minutes for the group to talk about any insights or actions arising from the activity.

### **Wider resources**

Picture cards can be purchased from: <http://www.evokecards.com/>