

# How do staff really feel?

**Eva Zizkova, QI nurse - (PI)**

**Jennifer Webb - Matron**

**PICU at Royal Brompton Hospital, London**

**Part of Guy's & St Thomas' NHS Foundation Trust**

**One clinical group with Evelina Children's Hospital**

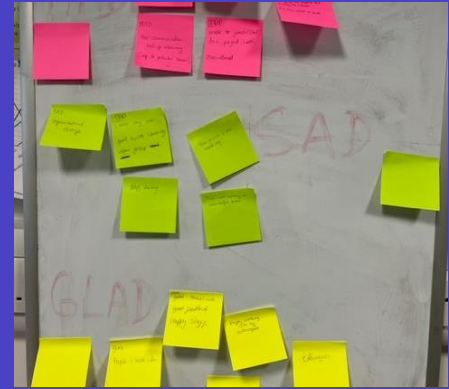
Royal Brompton and Harefield hospitals

Cardio-respiratory specialist unit

16 PICU beds  
10 PHDU beds



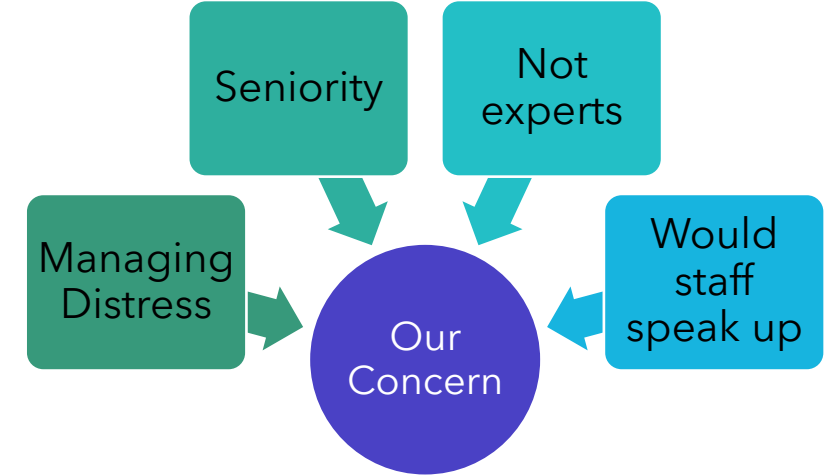
# Introduction



- PICU Matron and Quality Improvement Nurse held facilitated discussions, examining teams' emotions and encourage them to speak about how they feel.
- R&D approval
  - Will
  - Good clinical practice & Consent training
- MAD-SAD-GLAD
- Results
- Next steps



- Daily (initially) / weekly sessions
  - Face to face
  - Online trialled but failed
- Team days



Royal Brompton & Harefield NHS Part of Guys and St Thomas's

**SWELL Risk Escalation Guidance**

INTRODUCTION

The SWELL team at Brompton Hospital will be holding reflective sessions using the Mad-Sad-Glad framework for all staff who work in the PICU.

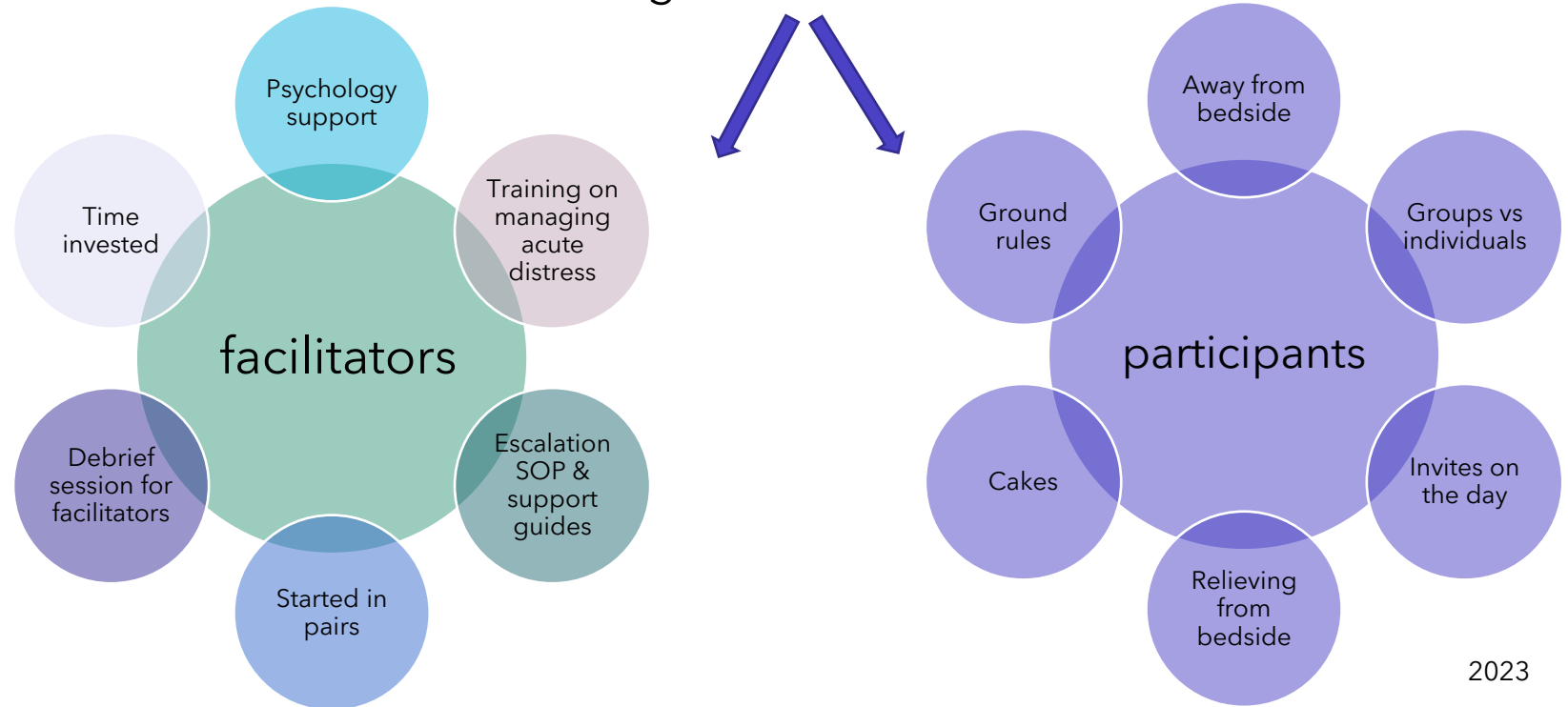
**RBH PICU SWELL PROJECT**

**Staff support resources.... Should you need them**

Immediate support	In-house support	External support
<p><b>Employee Assistance Programme</b> – Health Assured Employee Assistance Programme (EAP) – internet: 0300 030 5482</p> <p>24/7 Supportive services – finances, mental health, physical health.</p>	<p><b>RBH Staff Psychology Support Service</b> – Intra-net: 020 895 8287</p> <p>Email: StaffPsych@rbh.nhs.uk</p> <p><b>Evelina staff psychology</b></p> <p>EvinsStaffSupportPsychology@rbh.nhs.uk</p> <p><b>Global Majority and Racial Equity staff support:</b></p> <p>gmre@rbh.nhs.uk</p>	<p><b>Royal College of Nursing Counselling</b> – free, confidential support and assistance for RCN members to help deal with challenging, emotional issues, whether work-related or personal. To make an appointment, call RCN Direct on 0345 772 6100</p> <p><b>British Medical Association Counselling and peer support services</b> – Free and confidential 24/7 counselling and peer support services open to all doctors and medical students (plus their partners and dependants), on 0330 223 1245.</p> <p><a href="https://www.practitionerhealth.nhs.uk/">https://www.practitionerhealth.nhs.uk/</a></p> <p><a href="https://www.bma.org.uk/">https://www.bma.org.uk/</a></p>
<p><b>Nurse Lifeline</b> – nurselifeline.org.uk a telephone listening service staffed by volunteer nurses who know what you're going through</p> <p>0808 801 0455</p> <p><a href="https://www.nurselifeline.org.uk/">https://www.nurselifeline.org.uk/</a></p>	<p><b>Occupational Health</b></p> <p>Email: OccupationalHealth@rbh.nhs.uk</p> <p>Harefield Tel: 020895 8287 721</p> <p>Brompton Tel: 0207 351 8902</p> <p>Inclusion Agents: inclusionagents@rbh.nhs.uk</p> <p><b>Speak up guardians</b> – Royal Brompton, Judy Cottrell Harefield, Care Cherry &amp; Care Galine Guy's and St Thomas', Eve Biggell.</p>	<p><b>Keeping Well</b> – Provide wellbeing and psychological support to all NHS staff. Call 0300 1231705</p> <p><a href="https://www.keepingwell.org.uk/">https://www.keepingwell.org.uk/</a></p> <p><b>Intensive Care society</b> – staff wellbeing posters and information resources</p> <p><a href="https://www.intensivesociety.org.uk/">https://www.intensivesociety.org.uk/</a></p>
<p><b>Samaritans</b> 24/7 listening service</p> <p>tel: 116 123</p> <p><a href="https://www.samaritans.org/">https://www.samaritans.org/</a></p>	<p><b>Chaplaincy</b> – Members of the Chaplaincy team are available / on site from Sunday to Thursday. General referrals can be made to the Chaplaincy team: to 020 7351 8060 or ext 88060 to chaplaincy@rbh.nhs.uk</p> <p><b>Online resources</b> – ST HealthMind</p> <p><a href="https://www.healthmind.org.uk/">https://www.healthmind.org.uk/</a></p>	<p><b>Intensive Care Society</b> – staff wellbeing posters and information resources</p> <p><a href="https://www.intensivesociety.org.uk/">https://www.intensivesociety.org.uk/</a></p>

Our Frontline: Health care workers, talk with someone who gets it. For free, confidential, emotional support.

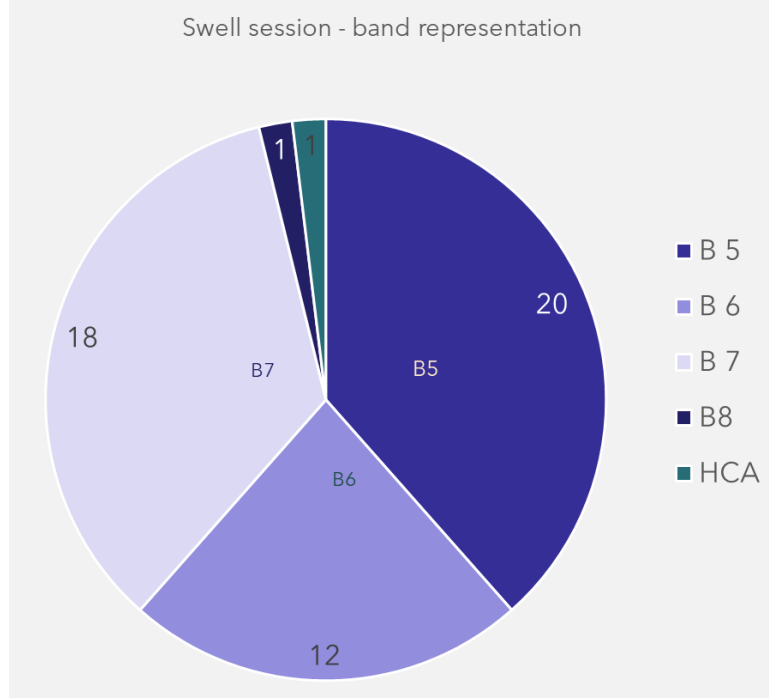
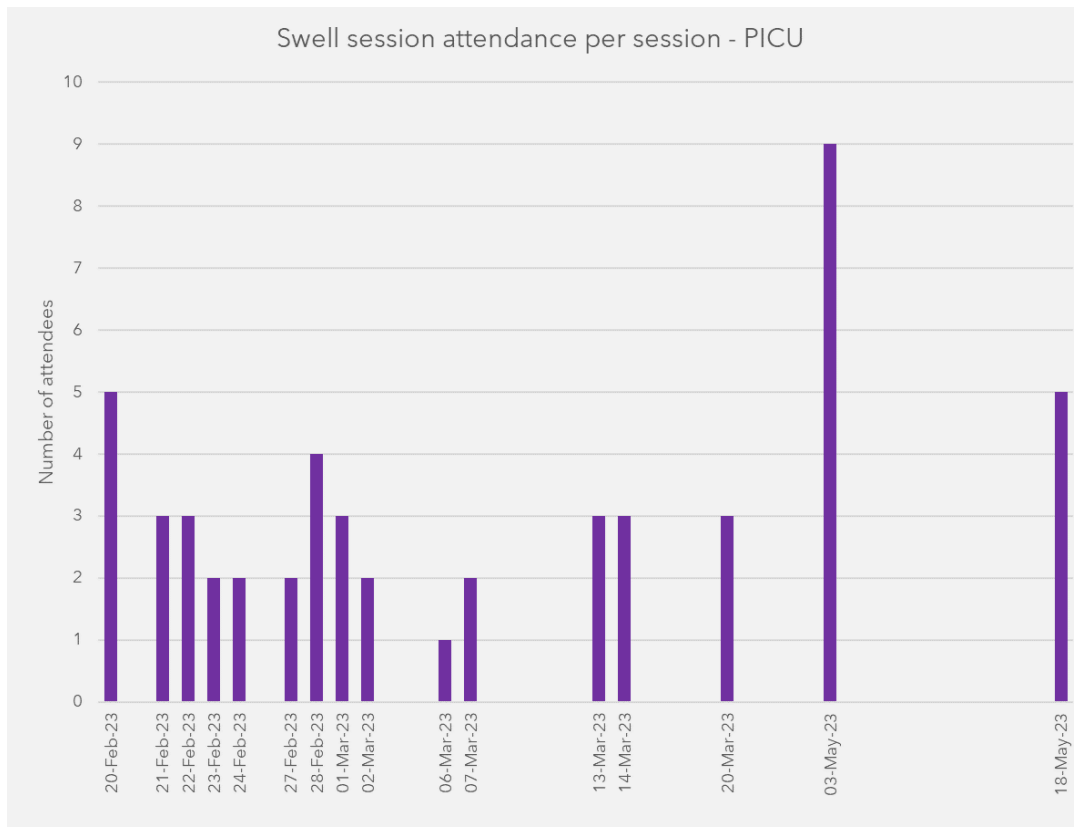
Creating a SAFE SPACE for:



Methods

- Flag that staff may notice strong feelings during the session and that you are prepared with tissues/water and that anyone can step out at any time.
- Agree that if anyone chooses to leave the session for any reason, a nominated person will check in on them afterwards.
- Leave time to wind down at the end and check in on anyone you may have concerns about
- Offer everyone the Healthy Mind Roadmap.

- Total of 16 sessions
- First session 20<sup>th</sup> February 2023
- Total 52 staff of all bands (1-8)
- Attendance per session = range 1-9, mode = 3.
- Daily sessions scheduled but not all sessions were completed due to clinical needs.



# Results

# Results - themes and outcomes

MAD

unit acuity  
no neonates on site  
no plan for retention  
challenging behaviour-  
staff shortages  
staff leaving  
no neonatal surgery  
uncertainty due to merger  
unfair allocation  
challenging behaviour  
not valued as nurses  
poor communication  
breaking up of team  
no opportunities

SAD

bereavement  
lack of appreciation  
resignations  
stressed staff  
lack of recognition  
merger  
unfair pay  
no neonates  
low morale  
resignation

GLAD

teaching opportunities  
patients get better  
friendships  
teamwork  
family  
good outcomes  
friendship

- Filter results that are achievable within PICU senior nurse remit

Thank you so much  
for a wonderful  
session.

Thank you  
for giving us  
the space to  
talk

# You said - we did

- Communication issues - Conflict resolution training (mandatory), zero tolerance posters
- Allocation - request book back , list of redeployed staff
- Rename red points- now learning points
- How to de-stress - team days, small act of kindness, team building, efforts to say thank you
- Lack of support - educator of the day initiative
- Feeling isolated - social calendar back on
- Lack of progression - set objectives with your team leader during appraisal

# Learning & Summary

- 1 Hour not sufficient for groups of >5
- Moved from regular schedule to sessions on team days
- Some staff still require help with on-line survey
- Sessions well received
- Structure of the post -intervention survey unclear - (all intervention options available & confusing for staff)
- Some staff attending 2<sup>nd</sup> or 3<sup>rd</sup> session
- Difficult to engage other disciplines



# Next steps

- Feedback to staff, management and leadership team
  - Escalation of more complex findings to senior management & leadership team
- Embedded into unit culture as a unit well-being initiative - (all team days)
- Increase engagement - bespoke sessions for medical staff, AHP
- Closer collaboration with staff psychology
- QI project on "You said / We did"





**For more information  
please contact:**

**Eva Zizkova**

[e.zizkova@rbht.nhs.uk](mailto:e.zizkova@rbht.nhs.uk)

**Jennifer Webb**

[j.webb@rbht.nhs.uk](mailto:j.webb@rbht.nhs.uk)

### ***Acknowledgement***

We wish to thank all the staff who have engaged and gave their opinion so we can collectively work on making the PICU a better place.

We would also like to thank Victoria Felton, Head of Nursing for sponsoring us to attend this event.

**Thank you**

