

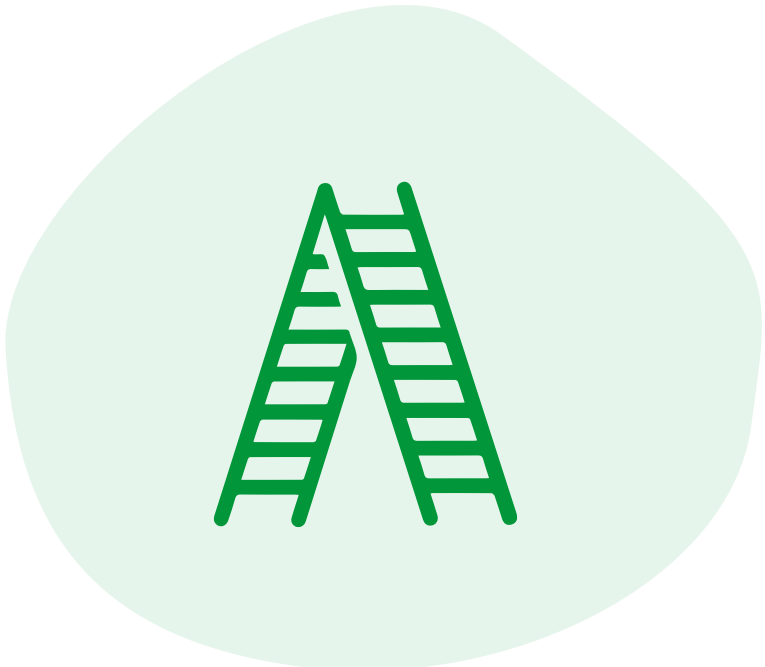
Looking after your team's health and wellbeing guide

Collaborative and supportive relationships that promote social wellbeing

March 2023

People Promise





Collaborative and supportive relationships that promote social wellbeing



Facilitators guide



Identify your team's wellbeing goals



Creating a safe and inclusive space to talk about wellbeing



Looking after your emotional, physical and mental health



Ensuring you have a safe working environment



Collaborative and supportive relationships that promote social wellbeing



Finding meaning in the work you do and bringing your whole self to work



Knowing where to go when you need wellbeing support



Review and revisit



Inspiration Library





Collaborative and supportive relationships that promote social wellbeing

The ways our team works together with care and compassion



This section will help team members to reflect on the ways the team works together to boost civility, respect and build compassion. It links to the NHS Health and Wellbeing Framework section on **relationships**.

When individuals work together as part of an effective team, they are more satisfied with their work, more likely to stay in that team role, less likely to experience bullying and harassment and make a key contribution to patient and customer outcomes.

In this section, the team will find support on how to:



build team compassion, to encourage team members to show compassion to one another



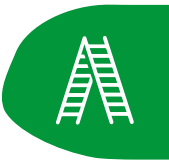
celebrate difference to enable team members to appreciate difference and build inclusion



talk about team civility and respect to help team members recognise and enhance positive interactions with one another



challenge bias in the team to encourage team members to recognise and challenge bias





Health and Wellbeing Champions are individuals who work at all levels of our healthcare organisations, from all backgrounds and roles. They promote, identify and signpost their colleagues to health and wellbeing support, in addition to their day-to-day role.

Many healthcare organisations have their own network of health and wellbeing champions and offer training for people who want to take on the role. Does your team have a health and wellbeing champion? If not, it may be worth exploring someone who could take on this role for you, to offer additional support.



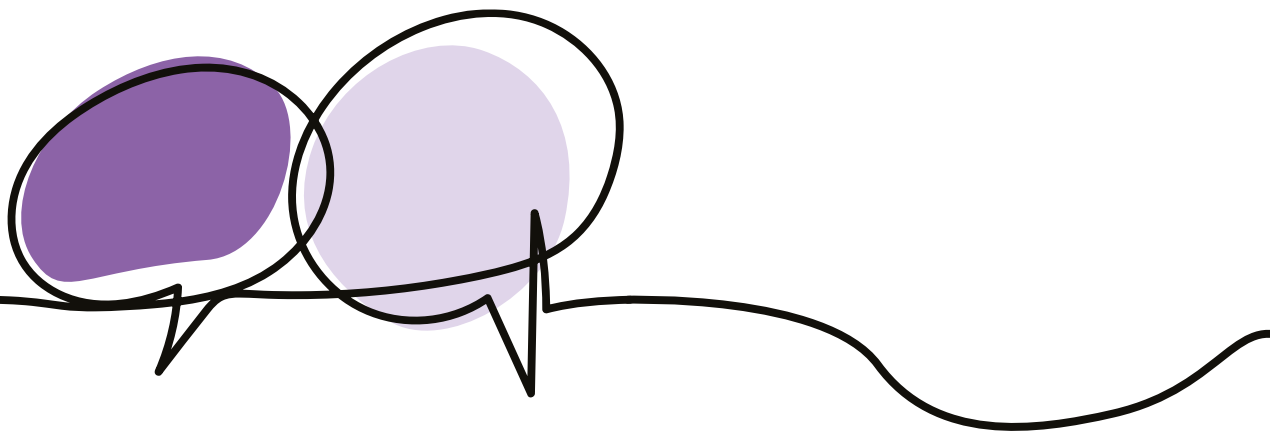
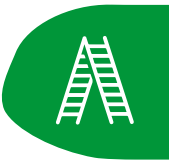
Quick wins...

- Celebrate or mark significant days from different cultures or communities, reflecting in the diversity of your team. You could:
 - share traditional food or snacks
 - wear the appropriate coloured ribbon or badge to show allyship
 - support a fundraising activity linked with the community
- Find out about Health and Wellbeing Champions.



Tip

Find out what other support team members can access in your organisation to enhance inclusivity - for example equality, diversity and inclusion networks and training.



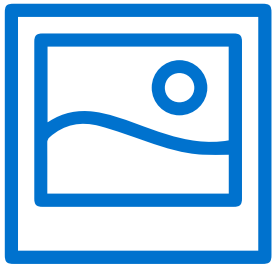


When you have a little more time...

Build team compassion

This activity aims to help team members to understand what being compassionate to each other looks and feels like in the team.

Hold a team conversation and ask team members one of the following questions in a team meeting/huddle:



What does being compassionate to others mean to you? You could ask team members to share an object or photo which represents someone showing compassion to them, or to another person.



What behaviours or actions demonstrate compassion to others? Some examples include listening carefully without judgement, encouraging other people to express themselves, helping one another, accepting people for who they are, and being considerate of other people's needs.



Share a recent example of where you have seen people being compassionate to others.



Hints and tips

How you can express compassion in words:

- I wish you didn't have to go through that
- You are making total sense
- This sounds difficult for you
- I can see that you are upset
- What can I do to help you?
- Thank you for sharing this with me





Celebrate difference

This activity will highlight the similarities and differences between team members and support them to find common ground. It also helps develop relationships, which is a vital component of team cooperation. This is especially important in remote work where team members interact less often.

- Split team members into pairs or small groups.
- Ask your team members to find one to four things they all have in common and one to four things that are different.



Ask each pair to share a similarity and difference they have with another team member



Add any actions to your action plan



Have a team discussion about how the team can use differences and similarities to make everyone feel included



What might these similarities and differences illuminate about our different health and wellbeing needs?





Talk about team civility and respect

This activity will help team members to recognise and enhance positive interactions with one another.

Hold a team conversation and ask team members to list examples of:

- Incivility or disrespectful behaviour - some examples could include interrupting, talking over others, ignoring others, making inappropriate jokes, teasing, having private conversations, rejecting solutions made by others, using every opportunity to bring up negative subjects, and making comments under their breath. How does it feel when people are incivil or disrespectful to you?

- Civil or respectful behaviour - some examples could include saying thank you, listening to one another before expressing own views, encouraging team members to express ideas, reflecting concern for others, saying what you mean, never speaking over or interrupting team members, and demonstrating openness to others' ideas.

Then have a team discussion using the following prompt questions:

- What can we do to enhance civility and respect in our team?
- How will we call out incivility when we see it in our team?



Don't forget to add any actions to the team wellbeing action plan



If you want to find out more about having **Courageous Conversations**, go to the **Inspiration Library**.

The **Inspiration Library** also contains further guidance about civility and respect, **Civility and Respect Guide**, **Just and Learning Culture** and **Professional and Cultural Transformation Toolkit**.





Challenge bias in the team

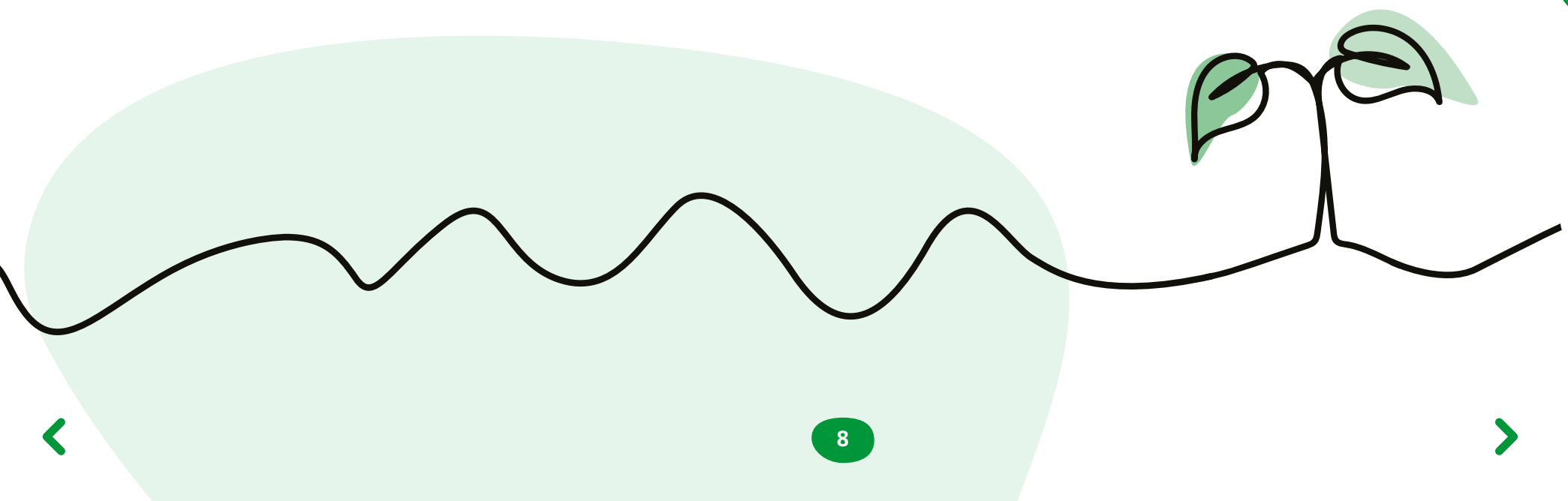
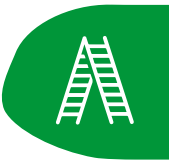
We are all naturally biased. We have preferences towards some people or some groups. Bias only becomes an issue when we act out our biases. Some actions may be small, some large, some inconsequential and some unintentionally harmful. This activity will encourage team members to challenge bias when they see it.

Go to the Inspiration Library to find guidance developed by NHS Health Education England on How to Handle Difference. The following has been reproduced based on this guidance.

Explain to team members that it is important to challenge bias when they see it, even when it's difficult. This is because it's not just seen by those being challenged but those who are also

watching. Ask team members to reflect on a time when they made a rapid judgement about someone that they later found out to be incorrect. Then do the following activity with the team.

Here is an example of how gender bias can operate, how it can feel to be on the receiving end of it and what can be done to reduce the effects.





Consider the following scenario as a team and reflect on the questions.

Scenario

Due to staff shortage in another of the organisation's offices, a manager had to send a member of his team to work at that location. There were two staff members to choose from, both equally competent, both with a spouse. One was male, and the other was female. The manager decided to send the male colleague on the basis that his wife could look after their children and that he would be emotionally stronger being away from his children than the female. The manager did not consult either staff member.

Ask team members to reflect on and then discuss:

What are the consequences?

- By not asking either staff member for their views, the manager assumed that the female staff member would not be able to get childcare and that the male staff member had no caring responsibilities.
- The female colleague may not put herself forward for future travel commitments due to a feeling that she won't be picked.
- It is possible the decision decreased the confidence of the female in question. A decrease in confidence can also have several effects, including a decrease in quality of performance and, therefore, a decrease in selection for visible projects leading to a vicious cycle.

What are the beliefs and biases of the manager (perhaps some of them may be unconscious), that lead to this decision?

- Women with children do not want to travel or be away from their children.
- Men are willing to travel at short notice as they do not have the same commitments as women.
- Men with spouses or long-term partners can give more commitment to their job as their partner will look after their personal or family commitments.

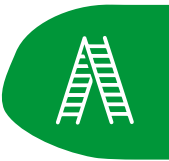
How can I avoid these biases or beliefs affecting my behaviour?

- Reflect upon and question your assumptions.
- Ask colleagues to evaluate your decisions.
- If you know that an individual has personal challenges, make your decision purely on competence and experience.
- Talk to both individuals.



Share and discuss your learning as a team from this exercise. Ask if there is anything team members want to do differently as a result of their learning. Don't forget to add any actions to your action plan.

The Inspiration Library contains further information and resources about challenging bias, including *Five powerful TED Talks on ethnic diversity and unconscious bias.*





NHS England

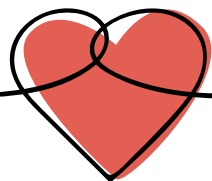
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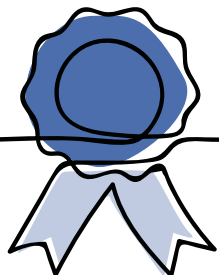
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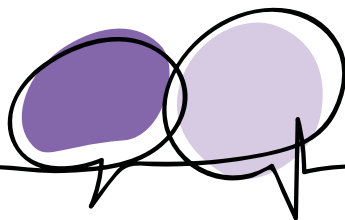
People Promise



We are **compassionate** and **inclusive**



We are **recognised** and **rewarded**



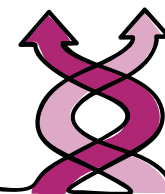
We each have **a voice that counts**



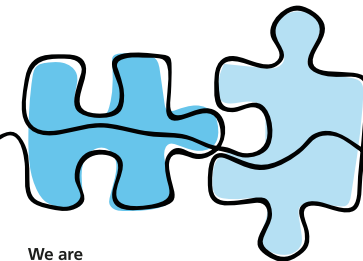
We are **safe** and **healthy**



We are **always learning**



We work **flexibly**



We are **a team**