

Leading in unprecedented times

Guiding your team through to recovery and beyond



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Setting the scene

Purpose of this pack

The purpose of this pack is to provide our leaders and managers with useful and practical go to tips for leading effectively in this pandemic and beyond - in one handy guide. We want to give you some best practice help and guidance to help you support your teams during these particularly challenging times.

Why do teams need your support

Working through a pandemic is incredibly challenging; uncertainty and rapid change brings about heightened worries and anxieties. Our experiences will have similarities but equally will be unique, as we navigate our own circumstances. Depending on our capacity to deal with what is thrown at us and the support mechanisms we have available to us we will react and deal with the challenges in very different ways.

As leaders we need to be mindful of some of the challenges facing our colleagues such as, but not limited to the below:

- The threat of the virus to themselves and loved ones – especially if they are directly exposed on the frontline
- Childcare availability and home schooling challenges
- Caring responsibilities
- Finances
- The impact of lockdown on wellbeing
- Feelings of guilt or helplessness, for instance because of shielding, self-isolation, home working or personal circumstances
- Uncertainty about what is going to happen in the future
- BAME staff concerns around disproportionate impact
- Adapting to new working environments at pace and working outside our comfort zone; think about redeployees, bank staff and volunteers



Paying attention to our Values

Integrity, Simplicity, Caring. With our Values in mind in every interaction and task we approach, we will encourage the behaviours that will help us all stay safe, cope with uncertainty and unfamiliarity and deal with the challenges that arise in the most effective way.



Integrity



Simplicity



Caring



Caring

Self-care

The need to pay due care and attention to ourselves as leaders is vital; if we let our tank run empty then supporting our team becomes impossibly challenging. Making sure your wellbeing is as good as it can be means you can give time and energy to support others.

Wellbeing Top Tips

- Show self-compassion – it's ok and normal to feel worried or stressed
- Talk to your peers
- Try to get adequate rest outside of work. If you're having issues with sleep take a look at Sleepio, a clinically evidenced, online sleep improvement programme
- Balance nutritious food that can sustain you throughout this period and treats too
- Try to ensure you fit in time to exercise – walk, run or cycle. If you are still going to work could this be part of your commute?
- Try to avoid alcohol as a coping strategy – it can make you feel more tired and worsen your health in the long run
- Keep checklists and aide memoires
- Make use of existing support such as Occupational Health, Staff Psychology and Counselling, Staff Wellbeing Team, Organisational Development Team



Three daily mindfulness practices for healthcare workers

Dr. Mark Bertin offers **three practical tools** that healthcare providers can turn to when they're caught up in stress, feeling overwhelmed, or simply facing the challenges of the day.

A simple breathing practice

With each movement of the breath, there is a physical sensation and that sensation is always here. It's a way to adjust and come back to what we are meant to be doing in the next moment. Or, what would be the most valuable thing we can do for ourselves or for someone else.

Take the next seven breaths with that perspective.

- Start wherever you are - you can be sitting or standing
- Breathe in one, breathe out one
- Continue with this rhythm for seven breaths

This is something you can come back to after a crisis, or before going into a challenging moment - it's a way to ground yourself and find a way to settle down.

A mindful way to wash your hands

Each time you wash your hands during the day can be an opportunity to catch a break for a few seconds. There's nothing to do or fix or change. Instead, it can be a point of rest.

- Bring your awareness to the physical sensation of the hot water and soap
- Acknowledge this experience as something that's real and right now
- Incorporate a counting exercise if you can by washing your hands for the recommended 30 to 40 seconds

And again, we're not trying to force ourselves to feel anything. There's an aspect of mindfulness practice that's simply acknowledging our experience.

The doorknob or STOP practice

This practice starts with the assumption that if we can get out of autopilot mode, see with clarity, and practice being settled, then we're going to understand what needs to be done or maybe that it's not the time to be doing something.

- S** Stop what you're doing
- T** Take a few breaths
- O** Observe and check in with what's going on around you
- P** Pick how to proceed. Ask yourself, "What's the most skilful thing to be doing next?"

In medicine, it's often called a **doorknob practice** because it only takes a few moments. Each time you put your hand on a doorknob to enter a room for the next experience with another human being, whether it's a patient visit or an administrative meeting, you can take that STOP practice and remind yourself: Stop. Take a few breaths. Observe and notice how things are. Pick how to proceed with intention.

Read more and watch the video version on [mindful.org](https://www.mindful.org).

6 rules for coping with the COVID-19 crisis

RULE 1: Look after your biggest asset

- Pause and reflect, to understand if life is starting to spiral out of control
- Give yourself a score out of 10 on these wellbeing factors
- Which score particularly low?
- What would you gain if the score was increased by a few points?
- What are the barriers to this happening?
- What has worked in the past?
- What practical steps could you take to move up the scale?

Avoid the Vortex

What do you do when your workload is spiralling and you're starting to feel trapped in a vortex?

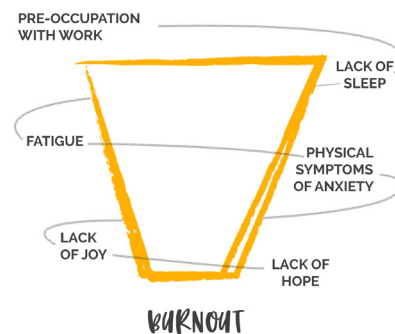
Do you:

- Get enough sleep?
- Say no to extra responsibilities?
- Continue to do things that re-energise you?

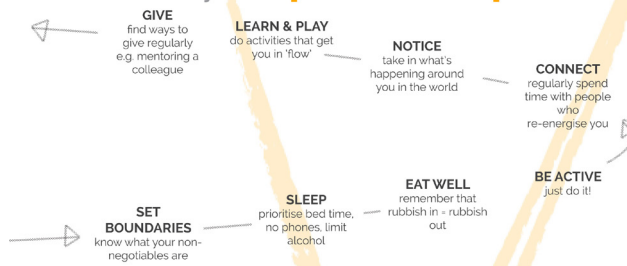
No? Thought not.

Or do you:

- Work harder and harder?
- Go to bed later and later?
- Stop going out, exercising, seeing friends..?



How can you spiral back up?



RULE 2: Proactively manage your own anxiety and stress

- Watch one news programme a day and try to limit yourself to 10 minutes twice a day on social media.
- Try to think about whether the content you are looking at is helpful? Often spending a long time looking at social media can have a negative effect on your immediate mood.
- Make a list of what you are grateful for. Keeping a gratitude journal and writing down three things you are thankful for every day will help you to notice all that is good in the world and is a powerful antidote to anxiety.

- **Video: Anxiety and Change** - A Conversation with Bob Marshak

1. Why is it important to talk about anxiety and change now? (1:37)
2. Isn't some anxiety useful or needed to motivate people to change? (5:31)
3. What are some ideas about what to do in today's work world about anxiety and change? (11:44)
4. Do you have any additional thoughts about leadership in today's organisations? (17:07)
5. Any tips for how to deal with leaders in a VUCA world? (20:35)

- **Activity:** What sources of information are you currently feeding your mind and how often? To reduce your anxiety, it's important to be aware of and control your information diet. See recommended resource:
[The Wellness Society; Coronavirus Anxiety Workbook](#)

RULE 3: Isolate but don't be isolated

"Spacial distancing not social distancing"

- Who do you connect with regularly who re-energises you? Make a point of connecting with them virtually – and more often than you otherwise would. We need each other. Make use of WhatsApp and other social media channels. Share hope, share joy, share jokes (it's OK to laugh). Did you know Zoom exhaustion is a real thing? It's OK to have time to recharge your batteries and spend some time on you!
- **Article: Zoom Exhaustion is Real. Here Are Six Ways to Find Balance and Stay Connected** Steven Hickman, Psy.D., Executive Director of the Center for Mindful Self-Compassion, offers this timely perspective on managing our new virtual reality.
- **Leaders Tip:** Encourage staff to pick a buddy in their team, that they know, trust and feel comfortable confiding in daily, could be a five minute call or even just a quick check-in text.

RULE 4: Keep calm but don't carry on

- You will need to make changes; you will need to be flexible. Above all, you will need to stop quite a few things. This is OK. Try to re-frame and treat your time at home as a retreat and a rest. Do things you wouldn't normally do, read a book, take a bath at 5pm, play games with the kids. It might be helpful to write down a few goals – how about picking up a hobby again and trying to master something really tricky?
- It's also OK to give yourself permission to do nothing, take a mindful moment and feel comfortable just appreciating the moment.
- **Podcast: How To Fail** - Alain De Botton on embracing vulnerability in the age of Coronavirus. Renowned philosopher Alain de Botton, returns to How To Fail With Elizabeth Day to talk about how to be human and how to stay (relatively) sane in the grip of a global pandemic.

RULE 5: Be kind...to yourself and others

- We are all operating with a low (or high!) level of anxiety and stress. This means our thinking can be clouded, we might be forgetting things and on a very short fuse. If you find yourself reacting in ways that surprise you. THIS IS OK. IT IS NORMAL.
- Forgive yourself. Other people (particularly the ones you are living with!) might also be a bit more irritable and tetchier than usual. THIS IS OK. IT IS NORMAL.
- Forgive them. Give them a lot of rope – and sometimes a wide berth! We're in this together and we're in it for the long haul.
- Find inspiration with **50 random acts of kindness**.

RULE 6: Keep looking up

- In times like these it may feel like everything has been stripped away. Now is the time to focus on what makes life worth living. Now is the time to connect with something greater than yourself and outside yourself. Now is the time to connect with your purpose and your place in this world.
- Try some of these apps Headspace, Unmind, Calm, Sleepio.
- Watch an [inspirational talk](#).
- Visit the [LYPFT staff wellbeing page](#) for ideas.

Source: 6 rules for coping with the COVID crisis. The COVID-19 Team Wellbeing Toolkit ...for staff on the frontline (Shapes Toolkit)

Leading with care

Team care checklist

- Check in regularly
- Give frequent updates – stick to the facts
- Make sure those at home receive the same information
- Make sure staff take breaks
- Buddy people up – so that they can ask questions of each other, encourage each other to take breaks
- Prepare staff for difficult conversations – be honest that this may be required
- Know where to signpost staff to for support
- Try to practice and model positive coping strategies yourself
- Follow the **ABC** of compassionate leadership



A - Autonomy

Make sure staff have a voice and are able to influence decisions that affect their delivery of care and workplace environments. Listen to them every day and give them some control by putting your trust in them - people tend to thrive when they are trusted to achieve results without being micromanaged. Help staff meet their basic needs by ensuring they can take breaks, access food and stay hydrated.

B - Belonging

Our need to belong intensifies during a crisis. You can help to create a positive, caring and supportive environment for your team to work in, where everyone's contribution is valued and everyone is clear about each other's roles.

C - Competence

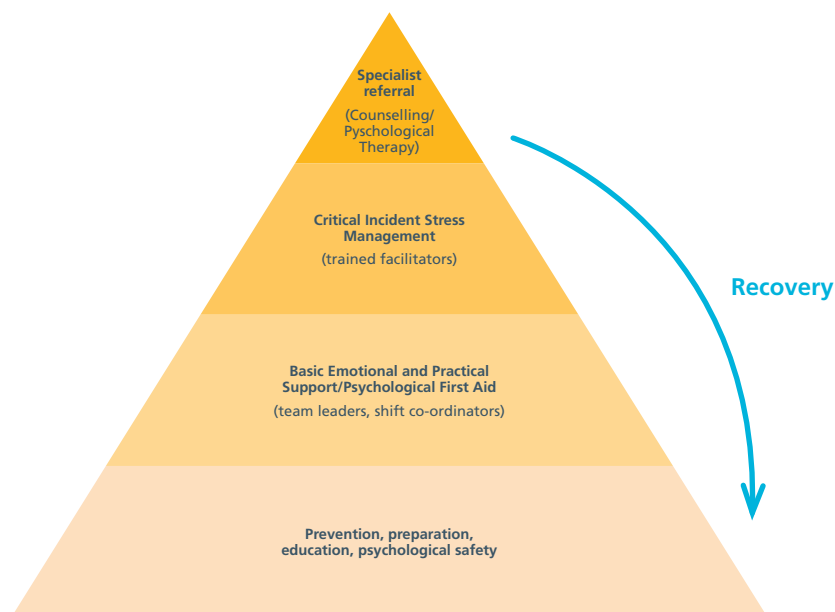
All staff desperately want to deliver high-quality care during this pandemic. We need to support them to work to their best of their abilities over a prolonged period. They need to be able to meet regularly, even for a few minutes at a time, to share learning and ideas - and to support each other's wellbeing.

Paying time and attention to individual needs. Basic emotional and practical support

Things to say and do	Things not to say and do
<ul style="list-style-type: none"> • Try to find a confidential place to talk, maintaining social distancing, or chat via MS Teams/phone • Respect privacy and keep the staff member's story confidential, if this is appropriate • Stay near the staff member but keep an appropriate distance • Try to show them that you are actively listening by nodding and through body language • Be patient and calm • Provide factual information if you have it. Be honest about what you know and don't know: "I don't know but I will try to find out about that for you" • Give information in a way they can understand - keep it simple • Acknowledge how they are feeling and any losses or important events they tell you about, such as the death of a loved one: "I am so sorry, I can imagine this is very sad for you" • Acknowledge their strengths and how they have helped themselves • Allow for silence • Use words to comfort people by acknowledging their distress instead of hugging (due to social distancing) 	<ul style="list-style-type: none"> • Don't pressure the staff member to tell their story • Don't interrupt or rush their story • Don't judge what they have or haven't done, or how they are feeling • Don't say "you shouldn't feel that way", or "you should feel lucky you survived" • Don't make up things you do not know • Don't use terms that are too technical • Don't tell them someone else's story • Don't talk about your own troubles (but you can empathise) • Don't give false promises or false reassurances • Don't think and act as if you must solve all the staff member's problems for them • Don't take away their strength and sense of being able to care for themselves • Don't talk about people in negative terms or use stigmatising language e.g. 'victim', 'infected', 'crazy'

Psychological first aid and peer support

Watch: [psychological first aid video](#)



Basic Action Principles

- **Prepare** (keep up to date with Trust position, professional guidelines, supports and risk)
- **Look** (keep an eye out for people in need, showing distress, don't wait for people to come to you)
- **Listen with compassion** (make contact with people, ask about needs, priorities, concerns)
 - Don't presume, create a variety of spaces to talk
 - Acknowledge people's strengths and how they have coped
 - Promote calm
- **Link** (practical support, problem solving, connect, give information)

Listening with compassion

Staff need to feel their concerns are being taken seriously and not being paid lip service. This is all about conscious listening – being present and in the moment – tune in to hear what is being said and respond with compassion:

Receive – be in the right state of mind to take on board the message

Awareness – pay attention, notice words, tone, body language

Describe – what you are hearing - what is being said and how it is being said

Insight – offer any insight if you think it may help – don't make this up if you don't know

Offer – signposting or further support and/or explore solutions to help move forward

Listening Skills

Hear What People Are Really Saying



Start Here

Active listening is a technique that enables you to fully concentrate on what others are saying, and to understand their **complete message**.

It can make you more effective at work, increase your ability to influence and negotiate, and prevent misunderstandings.

1

Here's how to do it:

Pay Attention

Look at the speaker, be aware of their body language, and ignore distractions.



I'm all ears!

Show That You're Listening

Nod, smile and say "yes" or "uh-huh" from time to time, to encourage the speaker to continue.

2

3

So, what you're saying is...

Do you mean that...?

Provide Feedback

Reflect the speaker's words back to them, and ask questions to check that you understand correctly.

4

Defer Judgment

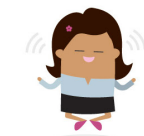
Allow the speaker to finish their point before you offer a counter argument. It's a discussion, not a race!



5

Respond Appropriately

Be open, honest and respectful of the speaker's opinion – even if you don't agree with it. If you understand one another's positions, you can work toward a shared goal.



Make sure that you **really hear** what the other person is saying. **Stay focused**, and avoid falling back into old habits.

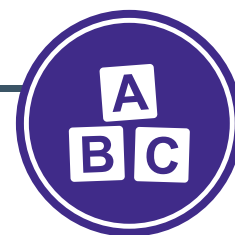
Becoming an **active listener** can increase your **productivity**, improve your **relationships**, and help you to avoid conflict.

To learn more about Listening Skills, read the article at www.mindtools.com/listen



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Source: Mindtools.com



Keeping it simple

Bringing teams together at speed and helping them to adapt to a new working environment requires some focus and attention.

Clear direction

Effective team working

Many teams have seen new members arrive – voluntary workers, returning staff and redeployees. To ensure you work effectively you will need to spend time addressing some of the principles of team working.

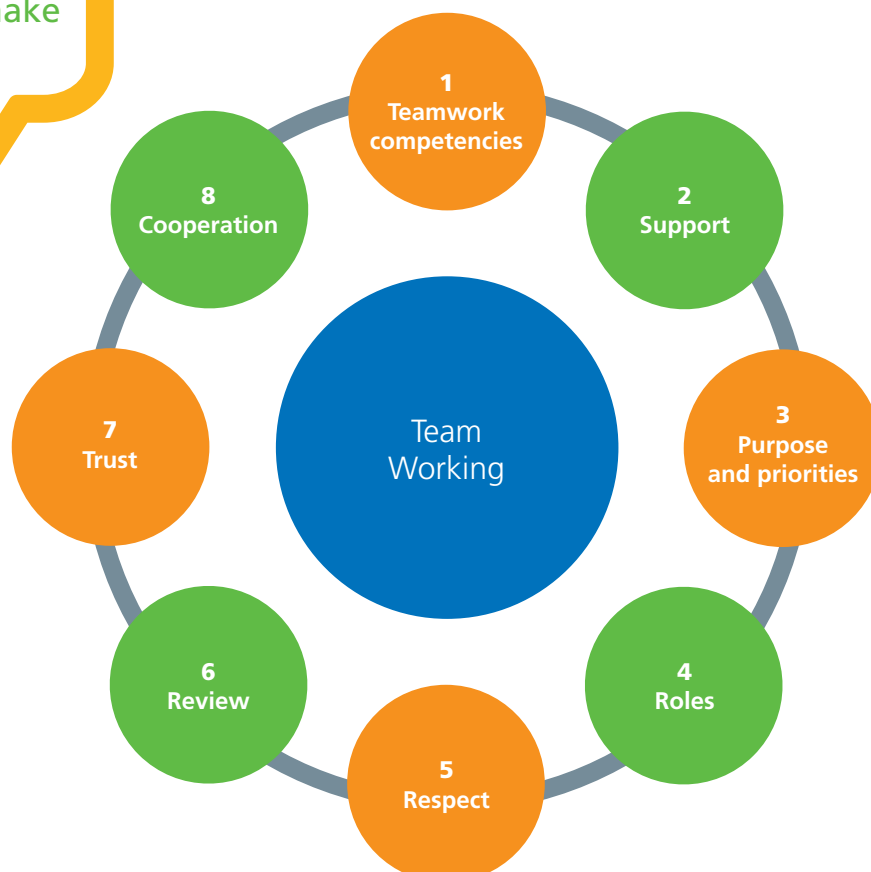
Use this simple model and 8 key principles to support with quickly and effectively building new teams and integrating new team members:

Source: Affina OD

Tip

Take a stock check on where you are at now and focus on areas of need. Score each 1 - 10 and make a plan.

Don't lose sight of your purpose and priorities.



- **Teamwork competencies**

Don't let the tendency to focus on technical training take over – place as much focus (if not more) on teamwork competencies.

- **Compassionate support**

Encourage kindness and compassion for each other during these challenging times – checking in, listening, understanding, empathising and helping. Recognise that everyone is different and avoid making assumptions.

- **Purpose and priorities**

Agree a clear statement of the purpose of the team's work that everyone understands and is repeatedly reaffirmed. Ensure regular setting of a few (3 or 4) clear, shared, outcome-based objectives for the work so everyone is clear about priorities. Provide feedback/data on how well the team is doing in relation to those objectives.

- **Roles**

Ensure everyone is clear about their role in the team and each other's roles. Ensure shared understanding of who is responsible for different types of knowledge during the work.

- **Inter-professional respect**

Minimise hierarchy and boundaries between professionals and, when possible, encourage social interaction (eating together, having coffee together etc.)

- **Review**

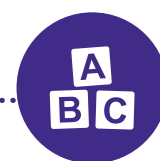
Set aside regular time to plan and review – at least daily in a critical care situation, but possibly at the beginning and end of shifts. Schedule longer reviews whenever possible. Working in crisis requires improvisation – responding to real-time experiences to inform actions and future behaviours. Carry out regular reviews of communication – what is communicated, by whom and how.

- **Trust**

Have faith in each other's integrity and competence. Trust other team members to perform at their best.

- **Cooperation**

Cooperate with and support other teams in this crisis and acknowledge the shared, collective responsibility. Competition and conflict will be disastrous for patient care – everyone in the team should be clear about that.



Effective decision making

Use the **joint decision making model** to bring together available information, reconcile objectives and make effective decisions together. This is helpful to our decision making in a crisis and may be a helpful framework for you to refer to as we move beyond the pandemic. Consider the following:

Situation - what is happening, impacts, risks

Direction - desired outcome, aims and objectives, guiding values and priorities

Action - What needs to be decided and needs to be done to resolve the situation and achieve the desired end state?

Getting new people up to speed!

Digital Welcome Pack and induction checklist

We have created a COVID-19 specific [induction checklist](#) to help you get your people up to speed as quickly as possible quickly...you can find it on the Learning and Organisational Development pages.

There is also a digital version of the [Trust Welcome Event](#) and a link to the information pack, [Your health and wellbeing during COVID-19 pandemic](#).

Clear communication

Team check-in and check-out during the COVID-19 crisis

- There has never been a more important time for effective team working
- Teams need to communicate about tasks and check in with one another
- Asking the right questions can help

Positive round

Everyone shares something positive (even if very small) that has happened to them at work in the last day / week, or since the last meeting. This technique is based on sound empirical evidence about the impact of positive thinking on human flourishing and on teams (Frederickson, 2009).

- What one thing has happened today/this week that you are proud about?
- What one new and interesting thing have you learned or thought about today?
- What one thing has given you energy today?

'Real' team check-in and check-out

We know that 'real' teams need to have clear team objectives, to work interdependently, to be clear on roles and to come together regularly to review how they are doing (reflexivity) (Lyubovnikova, West, Dawson and Carter, 2015).

- What are our priorities for today / this meeting?
- Who is doing what?
- What is working well and what do we need to do differently / change?
- Are we all clear on what we are doing?
- Are we all OK to meet at 3 o'clock for our next meeting / huddle?

Example check-in questions

- What has got your attention right now / today?
- What are you bringing to this meeting / huddle?
- What kind of day are you having / have you had?
- One high and one low this week?



-
- What do you need from the team / group today?
 - What quality or attribute are you bringing today?
 - What quality / attribute do you need from the team today?
 - What do you need today to help you through the challenges?
 - In one word, how are you feeling right now?
 - How are you feeling about this day ahead?
 - In a word or sentence, what do you do to look after yourself when you aren't here at work?
 - What has inspired you lately?
 - What feelings or needs are you bringing to today's meeting?
 - Something from the last week that you would consider a 'win', even if small?
 - What food / drink / colour (any metaphor) sums up your mood right now?
 - What is your weather today – sunny, grey, thundery?
 - What do you need right now to be fully present?
 - How are you, what have you appreciated?
 - What's getting in the way today?
 - Any 'stucks'?

Example check-out questions

- How are you feeling as you leave this meeting?
- What are you taking away from this?
- What are you holding on to as you leave the meeting?
- On a scale of 1-10, how helpful (or similar) has this meeting / huddle been?
- What are you going to do as you leave this meeting?
- How will you re-charge today?
- What have you valued / appreciated from your colleagues today?
- Are we all OK for tomorrow / 4pm etc?

Source: Affina OD

Regular updates

- Ensure team members can access Trustwide communications
- Arrange for cascade to those without email
- Encourage discussion around the messages being taken away
- Keep in regular contact with those on your team who are shielding
- Check in with team members to understand if they are getting the level of communication they need



Integrity

Encourage transparency

Tackling the tricky stuff

The need to have a difficult conversation may arise from a number of situations; it might be about challenging difficult behaviour, discussing change or tackling conflict within teams. As a leader or manager, being able to lead these tricky conversations can help support staff feel more comfortable with change, enable them to voice their concerns and worries, and supports effective team working.

Dealing with change and uncertainty

People are often uncomfortable with change, for all sorts of understandable reasons. This can lead them to resist and oppose it, causing them to react and behave in ways not aligned to our Values. This can be a challenge, particularly in the current situation, for example if you are requesting staff to work in new roles and with new teams, or explaining changes to ways of working. It's important to recognise that staff will bring their own worries particular to their circumstance which will cause different levels of anxiety.

It's important to acknowledge people's resistance to change, and understand what is causing them to feel anxious. Allow them time to accept and process the change, prompting them to discuss how they're feeling. It's key that you listen and communicate openly about what's going to happen to help build trust and comfort.

Practical steps to structuring a difficult conversation

- 1 Describe the situation**
Discuss the situation (i.e. they are required to work in a different role)
Be honest about the change / situation, explain the impact
- 2 Listen and question**
Put aside your view and let them explain what reservations or worries they may have
Try to understand their point of view, acknowledge that they may have some resistance
- 3 Acknowledge**
Acknowledge their feelings and view of the situation
Confirm and clarify your understanding of what they have said
- 4 Look for solutions**
Work with them to develop solutions, i.e. what measures could be put in place to make them feel more comfortable?
- 5 Agree on a way forward**
Are they happy with this?
- 6 Wrap up**
Clarify and agree next steps
Thank them for having the open discussion, acknowledge that their feelings will go up and down in relation to the change, and that the support will continue

Dealing with difficult behaviour

There are a number of situations that can lead to unacceptable behaviour. It is important to deal with the behaviour and impact directly, to ensure it is nipped in the bud and does not adversely impact the wider team. If you need to address difficult behaviour within your team, you could try using the below model to structure the conversation:

COIN Conversation model

- **Context:** the circumstances, event or issue that you want to discuss
- **Observation:** specific, factual descriptions of what has happened
- **Impact:** how the event or issue that you're discussing affects others in your team or organisation
- **Next steps:** a clear agreement on the changes or improvements in behaviour or performance that you expect going forward



Encourage healthy debate, feedback and innovation – psychological safety

As a leader how can you set tone or culture which enables staff to feel comfortable with airing their views and opinions without fear of being shot down or ridiculed. How can you encourage constructive debate, a culture where feedback is the norm, creativity is encouraged and innovation is the way of being.

Psychological safety

Professor Amy Edmondson's work shows that leaders have an important role in building psychological safety in teams (Edmondson, 2018). Leaders need to acknowledge uncertainty, emphasise the important job that everyone is doing, invite ideas / input* and express appreciation.

- *What views do we each have on that? What are we missing? What's on your mind?
- *How can I help / how can we as a team help?

In the recent Institute for Healthcare Improvement (IHI) blog, What to Do and Say to Support Psychological Safety During the COVID-19 Pandemic (10 April 2020), a group of safety and quality leaders revisited Amy Edmondson's thinking and proposed the following list of behaviours are needed to promote psychological safety:

- **Frame the Work.** Set expectations about failure, uncertainty, and interdependence. Clarify the need to hear all voices. Use direct language. Avoid jargon and be respectfully blunt. Ask staff to speak up. Say things like: We've never faced anything like this before so there are a lot of gaps in what we know. We need to hear from everyone. If you're worried, please speak up.
- **Emphasise purpose.** Communicate what is at stake and why it matters. Say things like: Care of our community and each other is our critical aim - now and going forward. It will take all of us working as a team to do our work well.

-
- **Invite participation.** Clearly articulate that all voices are valued. Ask open, honest questions and model active listening. Ask for help and offer thanks. Value your colleagues. Say things like:
 - What are we missing?
 - How might we do this differently?
 - Thank you for speaking up - that's exactly what we need to hear to help us all
 - Never worry alone
 - Thanks for sharing that idea
 - Let me repeat back what I heard to be sure I understood
 - **Be clear on standards.** Ensure behavioural standards are shared, understood, and consistently applied. Sanction clear violations. Say things like: We always treat each other with dignity and respect, especially when things are tough.

Listen and learn

The Hot Debrief

What is the Hot Debrief?

Hot debriefing is where individuals or teams are provided with debriefing immediately after a critical event. It is a data-driven, performance-focused debriefing. **It is not a psychological debriefing.** We do not recommend the use of psychological debriefing in the immediate aftermath of a critical event.

If you have any concerns about the mental health of your staff, please refer to our Trust Wellbeing Booklet for sources of support.

How are they conducted?

Some departments have a culture that promotes critical incident debrief, some less so. We would recommend the following:

- Do it as soon as reasonably possible (and definitely during the same shift) - this is key
- Invite everyone who was involved, however peripherally. All might have useful insights and also benefit from being able to talk about the incident or ask questions about what happened and why. Identify a facilitator
- Find a quiet area away from the 'shop floor' where you won't be disturbed
- Ensure that clinical duties (and bleeps) are all handed over to other staff for the duration of the debrief
- Encourage participation from everyone
- Follow the guide:

I	Introductions	Team members present and roles
S	Summary	Brief summary of the case
W	What went well?	Team work? Communication? Clinical decision making? Outcome?
I	Improvements	What can we do better next time?
P	Points to take away	Learning points - identify 1 or 2 from the team
E	Equipment	Any equipment issues? Missing equipment? Nominate someone to address

Closing the Hot Debrief

- Thank everyone for their contributions
- Check that everyone can return to duties
- Remind everyone of peer support
- Identify anyone who may be more vulnerable and link in with existing sources of support within the Trust
- Team members present and roles

Encourage team belonging

- Maintain team connections – have a team discussion around how they are able to support each other
- Remember to connect in with everyone – team members redeployed, working from home or shielding
- Find time for ‘fun’ light hearted activities that bring the team together, have a coffee break, start a WhatsApp group, celebrate achievements, have a quiz or start a competition
- Encourage small acts of leadership – so it doesn’t fall to you as leader – let team members take responsibility for some team bonding
- Encourage ideas and creativity
- Think about buddying members of your team up
- Promote Trust wide initiatives for connecting with each other:
 - **Coffee Mates** – get matched to a colleague in the Trust for regular catch-ups
 - **Staff Facebook Group** – a safe social space for colleagues to share news and views
 - **LYPFT Runners** – a virtual group providing support to each other to stay active and healthy
 - **LYPFT Choir** – email: choir.lypft@nhs.net to find out how to get involved

Sources and further reading

With special thanks to Northumbria NHS Trust for sharing their pack (their pack and resources inspired by North Bristol NHS Trust & Northumbria NHS Trust and thank you to Dr Chris Yates for kindly allowing use of his Hot Debrief model)

Blake & Bermingham, 2020, Psychological Wellbeing for Healthcare Workers: Mitigating the impact of COVID-19 on Psychological Wellbeing.
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Kings's Fund, 2020, Leading through Covid-19: supporting health and care leaders in unprecedented times.
www.kingsfund.org.uk/projects/leading-through-covid-19

Three Daily Mindfulness Practices for Healthcare Workers
Mindful.org

The Wellness Society;
[Coronavirus Anxiety Workbook](#)

[Affina OD COVID 19 Library](#)

[Joint decision making model](#)

[Video: Anxiety & Change;](#)
A Conversation with Bob Marshak

[Institute for Healthcare Improvement \(IHI\) blog](#)
What to Do and Say to Support Psychological Safety During the COVID-19 Pandemic (10 April 2020)

[6 rules for coping with the COVID crisis.](#)
The COVID-19 Team Wellbeing Toolkit ...for staff on the frontline (Shapes Toolkit)

[Read: Zoom Exhaustion is Real. Six Ways to Find Balance and Stay Connected](#)
Steven Hickman, Psy.D., executive director of the Center for Mindful Self-Compassion.

[Podcast: How to fail](#)
Alain de Botton

[Video: Ted Talks](#)
www.ted.com/talks

Support and Guidance

Visit the Staff wellbeing website and download the latest copy of the **staff wellbeing information handbook**.

