



Building Better Together

Resource Pack for Leaders, Managers
and Supervisors

Team Conversations

Building Better Together

Dear Colleague,

Everyone has worked so very hard over the past year and SFH considers it a priority that people take the time to rest, recover and reflect on, what has been a difficult year. Whilst appreciating the difficult situation we are still in and that some people are fatigued and responding differently to recovery, we want to ensure we make every effort to meet colleagues' core needs; feeling listened to, supported, valued and that they belong to a great organisation.



The NHS People Plan sets out a vision to support workforce transformation across the whole NHS. Part of which is to improve the workplace experience and to help us grow and retain our workforce. Within the NHS People Plan is a 'People Promise' that describes how we all have a part to play in creating a positive, compassionate, inclusive culture. SFH is committed to this promise and it further supports living our CARE values and supporting our people to provide outstanding care for patients. **Building Better Together** will help you as a manager continue to build on all that is good at SFH and use tools to help you continue to learn and grow as team.

We won the prestigious HSJ Award for Best Acute Trust in the Midlands and 3rd Best Acute Trust in the country based on staff experience (National Staff Survey 2020). Sustaining this recognition requires that we continually learn and improve and we want to take this opportunity for teams to reflect on how we **build better together**. The pandemic and altered ways of working give us a unique opportunity to stop doing the things we did not value, keep the great things that we have done and to continue to innovate in **building better together**.

As a manager, you are instrumental in supporting your team's wellbeing and recovery. We'd like everyone to take the opportunity to reflect on their personal and shared experiences and agree on how we **build better together** as we continue our journey to be a consistently outstanding, compassionate and inclusive organisation. We need to strengthen our 'Learning Culture' and begin to understand the effects and impacts of the last year.

We should learn in a safe and supportive way from the good experiences and from the times when it did not go so well. This pack will help you to do that.

Between May and September 2021, I would like to encourage managers to hold **Building Better Together team conversations**; discussing the health and wellbeing of your team; 'reset' of your team, implementing any changes/improvement by utilising your Staff Survey results and in September review what you have done. This pack can be used to support and guide those conversations.

We know we have some very experienced managers who will take this pack and run with it. We also recognise we have some newer leaders, managers or supervisors who may like to talk it through with someone beforehand, ask questions or be supported when having the team conversations. If you would like any support please contact the Organisational Development Team via sfh-tr.ODenquiries@nhs.net.

Please try to ensure you take the time to have **Building Better Together Team Conversations**. Thank you for everything you do and for the support you continue to provide to your teams, it truly does matter and make a difference.



Emma Challans
Director of Culture and Improvement
Sherwood Hospitals NHS Foundation

The NHS Plan


Building Better Together

The NHS People Plan describes how we all have a part to play in creating a positive, compassionate, inclusive culture. SFH are committed to supporting our people to achieve this and by supporting and enabling our managers we can continue to build on all that is good at SFH.

This includes creating teams which are psychologically safe and creating a learning culture. Supporting a good work/life balance with flexible and agile working arrangements and giving everyone a voice and encouraging co-design and action planning.

By using this pack to hold great team conversations, we are all recognising the NHS People Plan and supporting Managers and Leaders at SFH to Build Better Together.


The pack enables great conversations and helps Leaders, Managers and Supervisors to utilise their team's Staff Survey Results - helping your team go from good to great.



OUR NHS PEOPLE PROMISE

<p>The NHS is an extraordinary, world-class service. Together we have achieved, and continue to achieve, the extraordinary. We should all feel proud of this.</p>	<p>We are safe and healthy We look after ourselves and each other. Wellbeing is our business and our priority - and if we are unwell, we are supported to get the help we need. We have what we need to deliver the best possible care - from clean safe spaces to rest in, to the right technology.</p>
<p>We want our culture to be positive, compassionate, and inclusive – and we all have our part to play.</p>	<p>We each have a voice that counts We all feel safe and confident to speak up. And we take the time to really listen - to understand the hopes and fears that lie behind the words.</p>
<p>We are a team First and foremost, we are one huge, diverse and growing team, united by a desire to provide the very best care. We learn from each other, support each other and take time to celebrate successes.</p>	<p>We are recognised and rewarded A simple thank you for our day-to-day work, formal recognition for our dedication, and fair salary for our contribution.</p>
<p>We work flexibly We do not have to sacrifice our family, our friends or our interests for work. We have predictable and flexible working patterns - and, if we do need to take time off, we are supported to do so.</p>	<p>We are compassionate and inclusive We do not tolerate any form of discrimination, bullying or violence. We are open and inclusive. We make the NHS a place where we all feel we belong.</p>
<p>We are always learning Opportunities to learn and develop are plentiful, and we are all supported to reach our potential. We have equal access to opportunities. We attract, develop and retain talented people from all backgrounds.</p>	<p>Together, WE make the NHS the best place to work.</p>

We are 1.3 million strong. We are all walks of life, all kinds of experiences. We are the NHS.



Content and Information

Building Better Together

The Team Conversations, in line with the NHS People Promise, should cover 4 elements:

1. Rest and Refresh, 2. Reset, 3. Implementation, 4. Review

Page No	Conversation Theme	Conversation Content	Things to consider in Conversations
			Please see Appendices for Tools you may wish to use to support these conversations
6-9	1. Rest and Refresh	Team Conversation Pack	Originally launched last year, you may have already used this document and can re-visit the conversation. A great resource containing conversation starters, signposting and tools. Encourage the team to share thoughts on returning from re-deployment, working from home, working through events of the past year.
		Health & Wellbeing Chats	Your conversations should include a Health and Wellbeing conversation (either as a Team or 1-1). If you want to access a webinar on having a good Health and Wellbeing conversation, then click on this link .
		Shielding colleagues 'buddy' offer	Redeployed and/or shielding colleagues 'buddy' offer, accessible here .
		Decompression Poster	You may want to display the Decompression Poster and encourage colleagues to share thoughts this way. This could form the basis for your team conversation.
10-13	2. Reset Conversation: Building Better Together	National Staff Survey results (NSS) for wards PASCAL Patient Safety Culture survey results	As a manager you will have received your staff survey results (including the PASCAL Patient Safety survey results from last year if on wards) Share with your team, discuss what this means, and identify any opportunities for improvement. Celebrate the great things and look for 'quick wins' to motivate and enthuse your team. Encourage colleagues to capture ideas as a 'Bright spark' here
14-15	3. Implement	Action Planning	Based on National Staff Survey results, what are your team going to do? What support might you need to undertake the actions, how will you measure it is working?
16	4. Review	You Said, Together We Did	Discussion: what did we do, how did it work, capture this information for feedback as part of You Said, Together We did.

To visit the links in this document, scan the relevant QR code on pages 17-19.

Resources to Support Managers and Teams

Building Better Together

The Team Conversations, in line with the NHS People Promise, should cover 4 elements:

1. Rest and Refresh, 2. Reset, 3. Implementation, 4. Review

SFH Wellbeing and Welfare Offers	
VIVUP Employee Assistance Programme Confidential counselling and support Staff Support and Benefits	
Information and Support with this Pack and/or Team Support	
Sfh-tr.ODenquiries@nhs.net Helen.shields1@nhs.net Anne.burton5@nhs.net Ext 4208 Fact Sheets to support Teams and Managers	
HR Operations	
Debbie.Lister@nhs.net Ext 3262	
Support with Policy and Guidance/Covid-19 Redeployment	
Human Resources HR Business Partners ext 4633	
SFH Re-connecting Pack	
Reconnecting Pack	
Support and Information on Leadership Development	
Annette Robinson - ext 3278 - Annette.robinson5@nhs.net Keir Scarlett - ext 3278 - Keir.scarlett@nhs.net sfh-tr.leadershipdevelopment@nhs.net	
Improvement and Audit Team – coaching for improvement	
Service Improvement Website Ceri.feltbower@nhs.net - ext 4352	
NHS People Plan	
NHS England » We are the NHS: People Plan for 2020/2021 – action for us all	
The People Promise	
NHS England » Our NHS People Promise	

To visit the links in this document, scan the relevant QR code on pages 17-19.

1. Rest and Refresh

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Resources

- [Team Conversations.docx](#)
- [HR Guidance for Managers Staff Returning from Re-deployment](#)
- Decompression Wall – this can be downloaded [here](#) as A4 or request A1 wall version from sfh.tr@odenquiries@nhs.net

Decompression Poster

The poster features a blue background with a sunburst pattern and a diver swimming at the bottom. It includes logos for Mid-Nottinghamshire Integrated Care Partnership and Sherwood Forest Hospitals NHS Foundation Trust. A yellow circular badge on the right says 'Our Bright New Future'. The central text reads 'Decompression Programme Building Better Together' and 'This allows us to keep the Best from the Past and Innovate to Create'. Below this are six reflection boxes: 'What should we STOP?', 'What should we CONTINUE?', 'What should we START?', 'What were our GAINS?', 'What were our LOSSES?', and 'What were the OPPORTUNITIES?'.

Mid-Nottinghamshire Integrated Care Partnership
Creating happier, healthier communities together

Decompression Programme
Building Better Together

Sherwood Forest Hospitals
NHS Foundation Trust

Our Bright New Future

This allows us to keep the Best from the Past and Innovate to Create

What should we STOP?

What should we CONTINUE?

What should we START?

LEARNING FROM COVID

What were our GAINS?

What were our LOSSES?

What were the OPPORTUNITIES?

1. Rest and Refresh

Building Better Together

Fact Sheet - The importance of time to reflect

A year of Covid-19 has damaged the health and wellbeing of NHS staff. Experiences, challenges and responses during the pandemic will be varied and individual. It is important to allow colleagues time for self-reflection to aid recovery and enable them to reconnect and regroup. Compassionate leadership is key to building more effective team working. It is important that managers truly listen, seek to understand, empathise and help remove obstacles. Managers need to understand the core needs of their team, offering support to facilitate colleagues to do their job to the best of their ability. Compassionate leadership will aid the healing process, unify the team and generate motivation and create the right conditions for innovation.

The opportunity for colleagues to reflect on their Covid experience, identify their feelings and feel listened to and supported will help recovery and renewal for individuals and the team. Managers should foster a work environment; which recognises and respects the individuality of each

colleague's situation, where team members are empathetic and supportive.

The manager can achieve this by:

1. Creating time for each team member to reflect
2. Follow up with a one-to-one conversation with each member of the team (see guidance sheet).
3. Hold a Re-connecting team meetings and build time into the meeting for colleagues to share their reflections.
4. Utilise the tools in the Building Better Together Resource pack to capture learning and ideas for improvement.

Two tools to help self and team reflection and re-connection are:

- The Swimming Pool Analogy
- The Life Tree



1. Rest and Refresh

Building Better Together

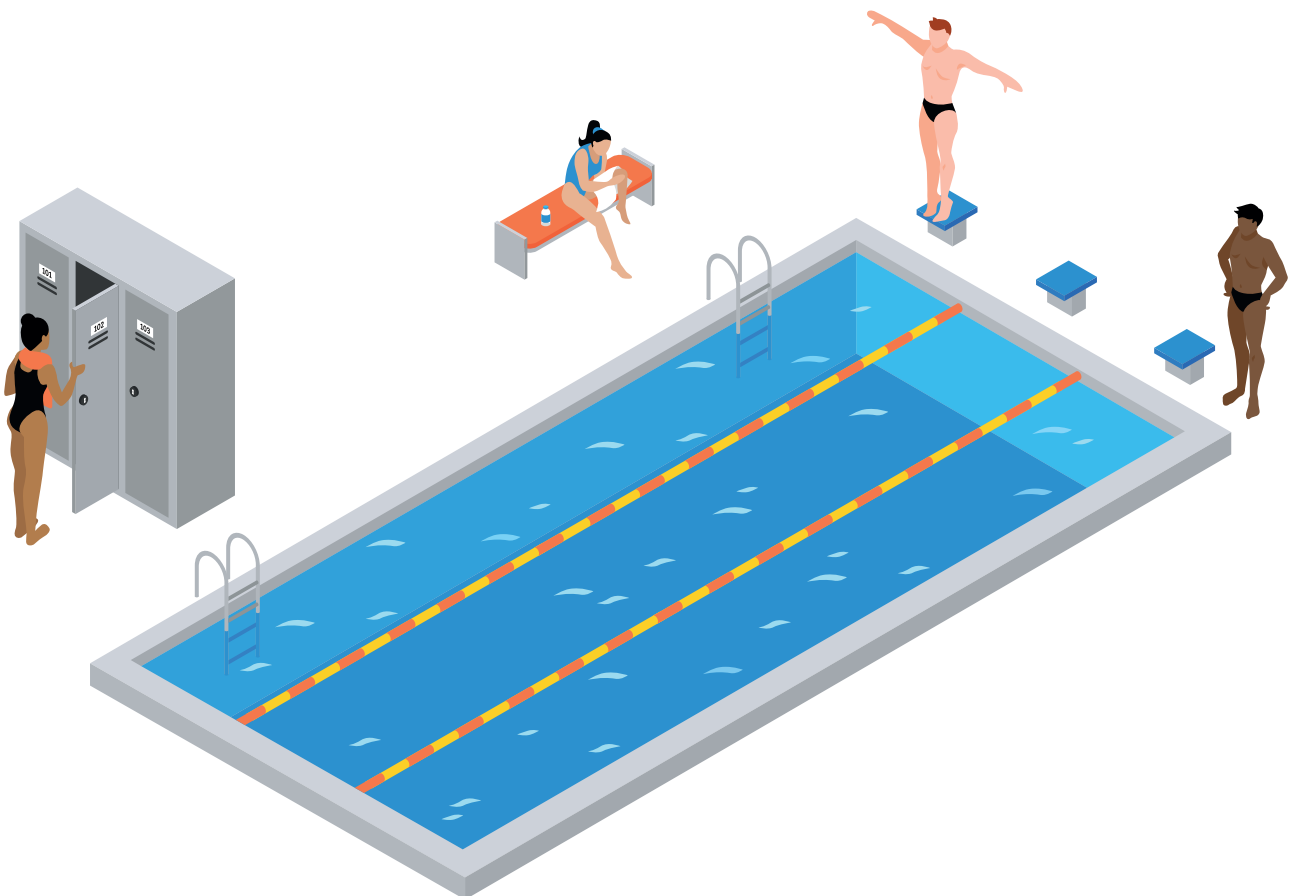
The Swimming Pool Analogy

Setting the scene - Have a sketched floor plan of a leisure centre with reception, changing rooms, viewing gallery, pool etc. Liken the current situation at work for the team (i.e. going forward following the latest Covid-19 peak) to them being about to take part in a major swimming event. Each member of the team had just driven to the leisure centre where the event is to take place. As they park their car their thoughts turn towards what they are about to do (i.e. take part in a major swimming event).

On a post-it note ask each member of the team to write where they are? E.g. Are they in their swimming gear and ready to go, excited, motivate, positive etc.? Are they nervous, but ready to take part and are in the changing rooms getting ready?

Are they in the pool warming up, keen for the event to start? Are they in the car park nervous and worried? Are they at the reception asking for directions? When deciding where they are, they need to identify why, so that they can share this with their team. E.g. They may feel nervous/anxious because they are returning to the team after shielding, redeployment and feel rusty/not up to speed etc. They may be excited because they have observed/learnt new things that they are keen to share and feel if adopted would result in improvement. And so on.

Ask each colleague to place their post-it note on the floor plan and as they do so tell the team how they feel and why.



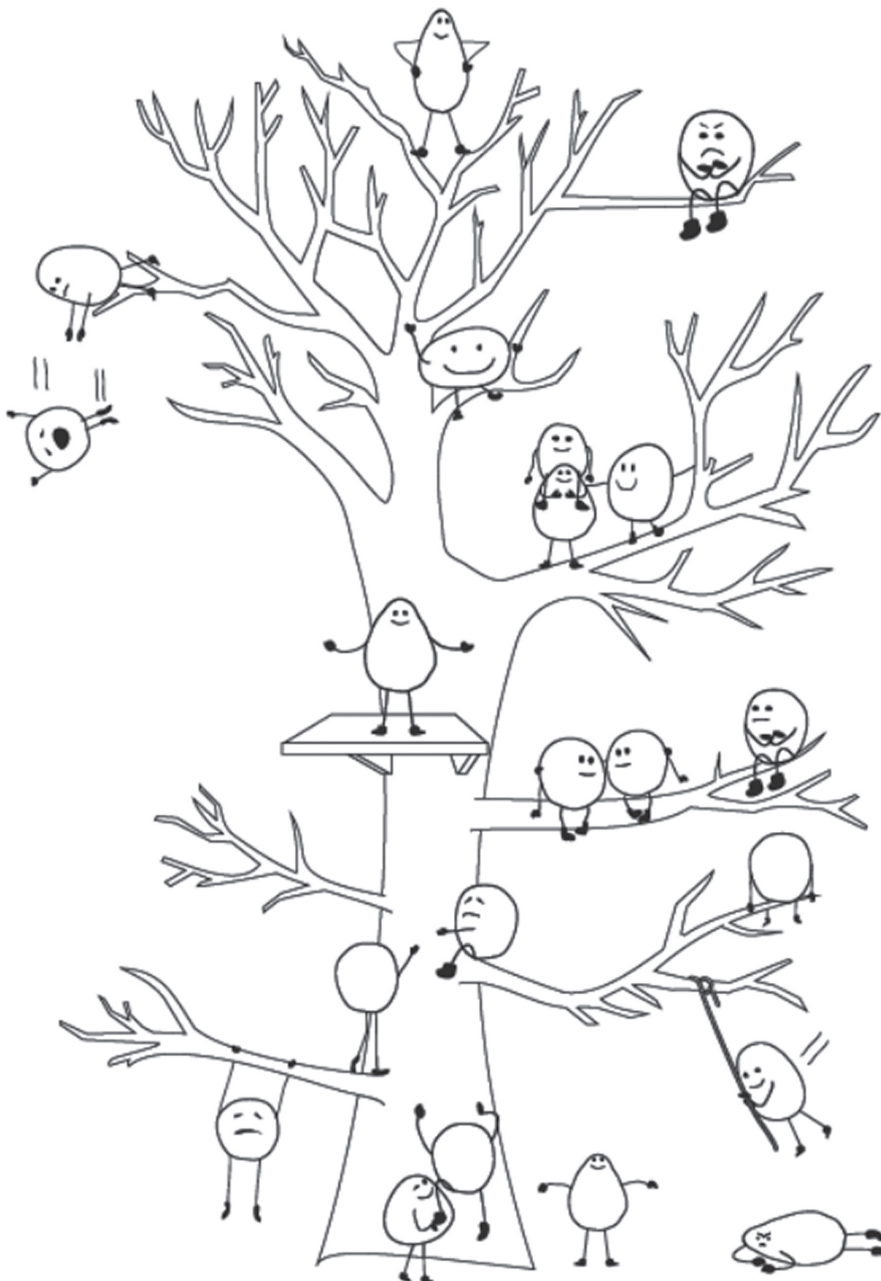
1. Rest and Refresh

Building Better Together

The Life Tree

Give each member of the team a copy of the Life Tree. Ask them to select the jelly baby image that reflects how they are in terms of the current situation at work for the team i.e. going forward following the latest Covid-19 peak.

Ask each team member to share with the team the image they have selected and the reason for this.

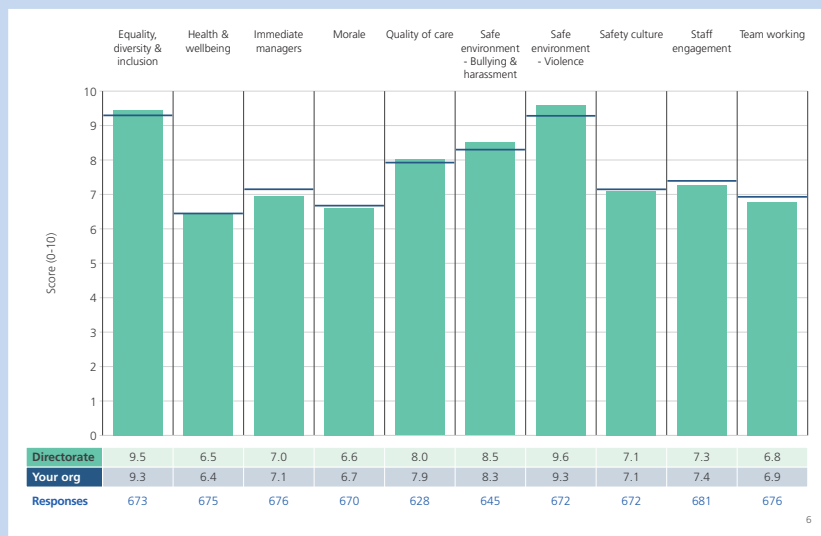


2. Reset Conversation

Building Better Together

Resources

- Use National Staff Survey 2020 results (and/or PASCAL Patient Safety Culture survey results if on wards) data and Learning from Covid to build an even better team and service.



- For support with interpreting results, understanding rag ratings, understanding the questions etc contact sfh-tr.odenquiries@nhs.net or anne.burton5@nhs.net or your HR Business Partner via the Operational HR Team on ext 3262
- Sign up for Toolbox Talk to support Team Conversations including interpreting results, utilising and sharing NSS results with your Team Building Better Together Roadmap to Success Training [here](#)
- Toolbox Talks and supporting Leadership Training offers can be viewed/booked [here](#)
- Coaching and Mentoring support Coaching and Mentoring can be accessed [here](#)

Tips and Tools

To help you have the Team conversation and plan actions – you may want to use some of the following Tips and Tools. If you would like more explanation on how to use these tools, please contact sfh-tr.odenquiries@nhs.net. The OD team will be pleased to support you with this.

- Participation/inclusion skills
- Facilitation skills
- Stop, Start, Continue
- Quadrants
- Analysis tool - Quadrants
- The circle of control and influence
- Service improvement tool (contact ann.fewtrell@nhs.net for more information and support)

2. Reset Conversation

Building Better Together

Improving Together

SFH is an organisation that continually learns and improves, and we actively encourage colleagues to lead and/or participate in changes that benefit our service users, their families/carers and our staff.

If you or your colleagues have a simple idea that they want to take forward, then look out for our 'Bright Sparks' initiative:



Bright Sparks

My great idea is:

Name:

Contact Number:

Email:



Look out for the postcards across the three sites that you can complete and post in the internal mail, or email them to sfh-tr.sfhimprovement@nhs.net and we will be in touch to see if the Improvement team can be of any help. We even have a modest amount of funding agreed with SFH Charity to kick start any improvements, if required.

This is a great way to put forward your improvement idea, so that we can properly recognise your efforts in taking them forward.

2. Reset Conversation

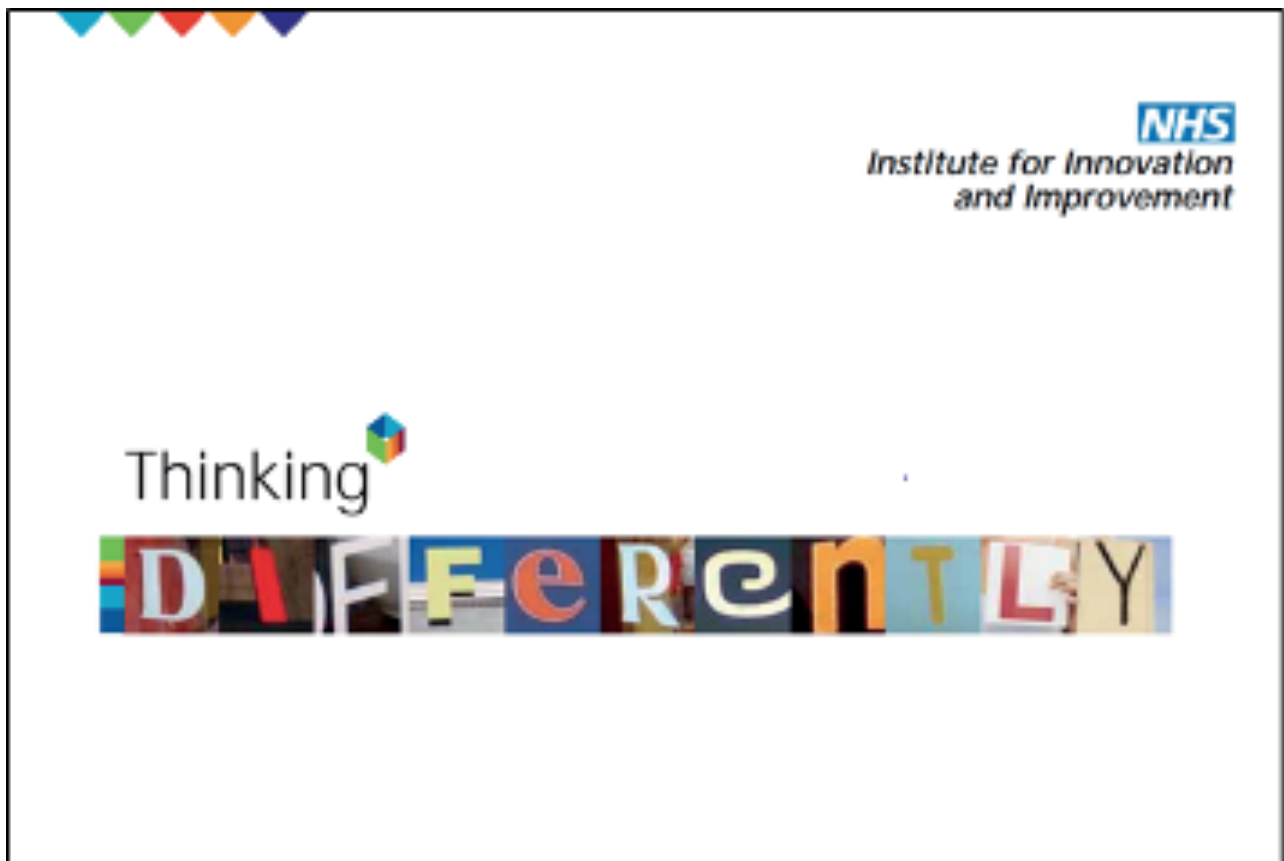
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Thinking Differently

We are at the stage where colleagues may be re-joining work teams and services, and this is a good opportunity to think about working differently – you may have heard or seen something interesting whilst working in a different area, or there may be new opportunities or challenges posed by Covid and the recovery phase.

There is a fantastic tool called 'Thinking Differently' from NHS Improvement that is available [here](#).

It is a great publication that gives some ideas and tools on approaching improvement in a creative way, and it explains some of the pitfalls of trying to solve problems using the same mind-set that often created them!



2. Reset Conversation

Building Better Together

Quality Improvement Training

At SFH, If you prefer face to face learning rather than on-line tools, there are opportunities for all colleagues to undertake Quality Improvement training, which ranges from a 2 hour 'Introduction to the Sherwood Six Step' approach, through to more targeted training; there is even one on Thinking Differently!

Training can be accessed via the e-Academy under 'The Sherwood Six Step' (look under 'T'). The Sherwood Six Step is our approach to Improvement, and it provides a series of steps to follow, starting from 'I have an idea – what do I do now?' through to 'I have finished my improvement. How do I capture all of my learning?' Everyone is welcome to book on and attend.

The Improvement and Audit team are always a good resource if you have any questions or if you want to have a chat about any ideas, and how to take them forward. We can be contacted on extension 4344 or email us at [sfh-tr.sfhimprovement@nhs.net](mailto:sfhimprovement@nhs.net).

You may also want to connect with a 'QI Coach' that may be able to give you some inspiration and some help on how to get started! They can be accessed via [Coaching and Mentoring \(notts.nhs.uk\)](https://www.nhs.uk/coaching-mentoring) where you can find out more about the offer, and how to book a coach.

Service Improvement Team



Ceri Feltbower

Associate Director
of Service Improvement
Contact:
ceri.feltbower@nhs.net

Ann Fewtrell

Service Improvement Lead
Contact:
Ext 4352 or
ann.fewtrell1@nhs.net

Corinne Kitchen

Welfare and Wellbeing
Specialist & Quality
Improvement Officer
Contact:
Ext 4352 or
corinne.kitchen@nhs.net

Barbara Jurczyk

Quality Improvement
Officer
Contact:
Ext 4344 or
barbara.jurczyk@nhs.net

Craig Short

Quality Improvement
Officer
Contact:
Ext 4344 or
craig.short@nhs.net

Beth Proud

Admin Assistant
Contact:
Ext 4352 or
bethany.proud2@nhs.net



3. Implement

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Implementing Change

Based on NSS discussion, what are you and the team going to do? What support might you need to undertake the actions, how will you measure it is working? Reflect ... have you co-created your future?

You may want to identify small working groups to work on different aspects of your action plan.

You may require support to facilitate some of the conversations/actions and the following are available to help you do this. But please remember, that the Managers' role is a facilitative one. The evidence tells us that the most beneficial management style is one of facilitation and not to be responsible for doing everything!

Resources

- A list of resources and support can be found in the **Signposting Appendices**
- For support with interpreting results, understanding rag ratings, understanding the questions etc contact sfh-tr.odenquiries@nhs.net or anne.burton5@nhs.net or your HR Business Partner via the Operational HR Manager on ext 3262
- Access Toolbox Talks to support Team Conversations, action planning, enabling others, **Building Better Together – Roadmap To Success training**
- Access Leadership Training and Toolbox Talks which can be viewed/booked **here**
- Access Coaching and Mentoring Networks for peer support **here**
- To help you have the conversation and plan actions – the following Tools may be helpful. If you would like more explanation on how to use these tools, please contact sfh-tr.odenquiries@nhs.net. The OD team will be pleased to support you with this.
- Re-visit the Hope Timeline to review/evaluate if plans are on track: is the Team where it wanted to be/ thought it would be at this time?

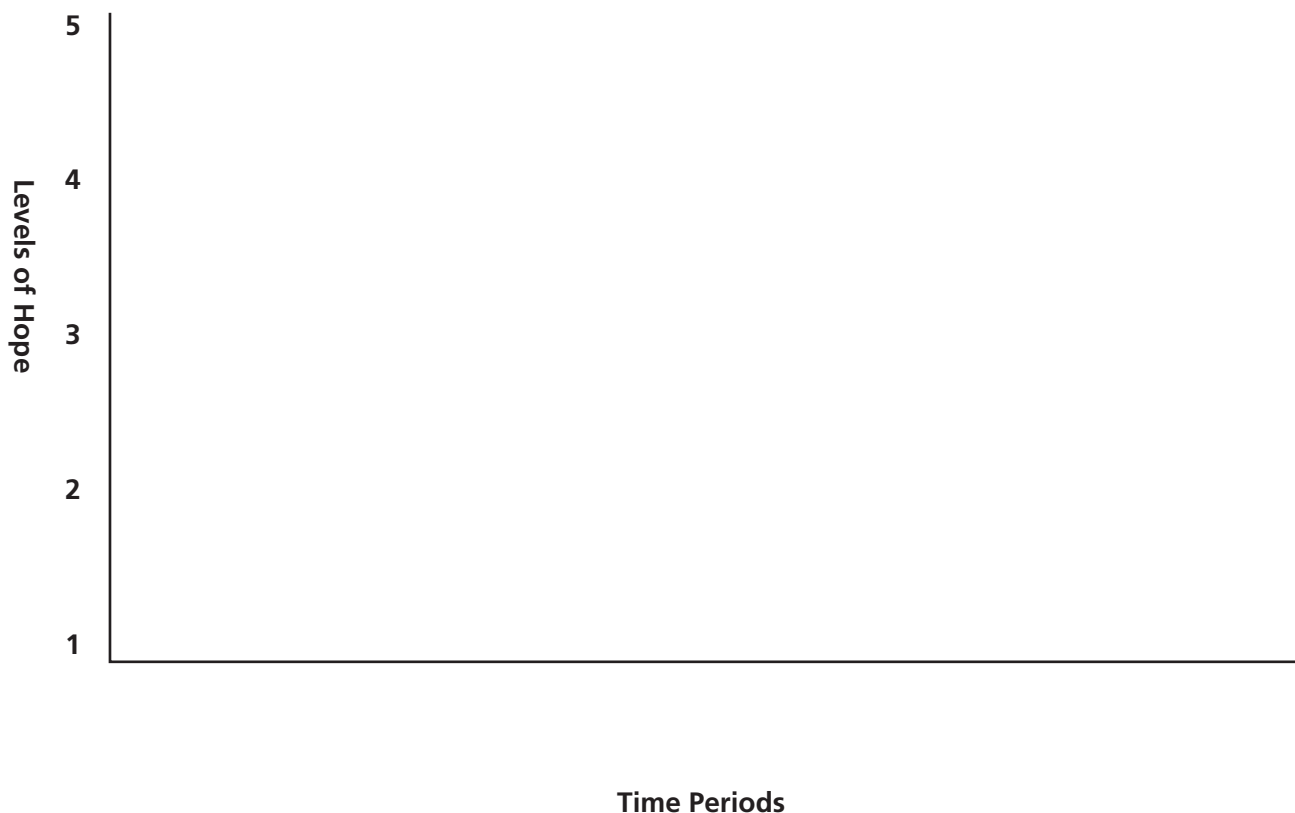
3. Implement

Building Better Together

Hope Timeline

Instructions:

1. Determine the time period over which you are going to plot your hope timeline. Label these along the horizontal axis
2. At each time point, plot on the vertical axis your level of hope from 1 to 5; 1 being the lowest and 5 being the highest
3. Beside each plot point, add a short reflection about what was happening and your feelings around that time point
4. Connect each of the time points to view your overall timeline of hope
5. Make a note of what gave you a glimmer of hope at the lowest points



4. Review

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Your Voice Matters

Recognition of progress and achievements helps to keep people happy, motivated and feeling valued. Along with co-creation, it is an important part of any process helping to keep a cohesive and inclusive team.

In September you may want to hold a Team Conversation to review what has been done (from discussion on National Staff Survey Results); how did it work etc and capture You Said Together We Did information on the template provided by your HR Business Partner.











The information can be displayed in your work areas and we ask that you share this with your HR Business Partner [You Said, Together We Did](#)

Toolbox Talk

The Toolbox Talk, Building Better Together will support you to have effective team conversations. You can Book [Here](#).

QR Codes to visit links

Building Better Together

Page No	Link Content	QR Code	Link
4	Health and Wellbeing Conversation webinar		https://sfhnet.nnotts.nhs.uk/admin/webpages/default.aspx?RecID=170
4	Redeployment/shielding buddy offer		https://nhs.us14.list-manage.com/track/click?u=32d229709cd0eee069ae12f93&id=98836f7239&e=8d1f2788a6
4	Encourage your colleagues to capture ideas as a 'bright spark'		https://sfhnet.nnotts.nhs.uk/admin/webpages/preview/default.aspx?RecID=4245
5	Vivup website		http://www.vivup.co.uk/
5	Confidential counselling and support		https://sfhnet.nnotts.nhs.uk/ssb/
5	Staff Support and Benefits		https://sfhnet.nnotts.nhs.uk/ssb/
5	Fact sheet to support Teams and Managers		https://sfhnet.nnotts.nhs.uk/admin/webpages/preview/default.aspx?recid=3333
5	Human Resources website		https://sfhnet.nnotts.nhs.uk/hr15/default.aspx
5	Reconnecting Pack		https://sfhnet.nnotts.nhs.uk/admin/webpages/preview/default.aspx?recid=3333
5	Service Improvement website		https://sfhnet.nnotts.nhs.uk/admin/webpages/preview/default.aspx?RecID=4043






QR Codes to visit links

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Page No	Link Content	QR Code	Link
5	NHS People Plan		https://www.england.nhs.uk/ournhspeople/
5	The People Promise		https://www.england.nhs.uk/ournhspeople/online-version/lfaop/our-nhs-people-promise/
10 + 14	Roadmap to Success staff training		https://sfhcoursebooking.nnotts.nhs.uk/fulldetails.aspx?recid=528
10	Toolbox Talks and Leadership offers		https://sfhnet.nnotts.nhs.uk/admin/webpages/preview/default.aspx?recid=3088
10	Coaching and Mentoring support		https://sfhnet.nnotts.nhs.uk/admin/webpages/preview/default.aspx?recid=3088
12	Thinking Differently tool		https://www.england.nhs.uk/improvement-hub/publication/thinking-differently/
13	Quality and improvement training		https://sfhnet.nnotts.nhs.uk/admin/webpages/preview/default.aspx?recid=3088
14 + 16	Leadership training and toolbox talks		https://sfhcoursebooking.nnotts.nhs.uk/fulldetails.aspx?recid=528
14	Coaching and Mentoring networks for peer support		https://sfhnet.nnotts.nhs.uk/admin/webpages/preview/default.aspx?recid=3088

QR Codes to Download Useful Files

Building Better Together

Page No	Link Content	QR Code	Pathway
4 + 6	Team Conversation Pack		././././nhis.local/Universal/Central/Training_and_Development/ORGANISATIONAL DEVELOPMENT/Recovery Plan and Learning from Covid/Managers Team Conversations/Managers Pack Team Conversations May 2020.docx
6	HR Guidance for Managers for Staff returning from re-deployment		file:///C:/Users/Burtanne/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/8UICORMX/C19 RETURN FROM REDEPLOYMENT GUIDANCE.pdf
6	Decompression Poster		file:///./././nhis.local/Universal/Central/Training_and_Development/ORGANISATIONAL DEVELOPMENT/OD REQUESTS/LIVE requests/Theatres/Theatres Decompression/Decompression Poster.pdf
10	You Said, Together We Did		file:///C:/Users/Burtanne/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/8UICORMX/You Said Together We Did Template.docx
	Building Better Together Full Booklet		



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