

Developing a Staff Support Psychology service within an acute general hospital: Reflections on a systemic approach to the service.

Staff Psychology Service Development

Pre-COVID January 2020 – Psychology post advertised @ NGH Occupational Health (OH) Department – 1.0 WTE post.

OH Mental Health Service Provision:

- 1) Commissioned external Counselling Service
- 2) PREVENT – an external MH nurse led assessment for workplace adjustment recommendations

Purpose: To manage mental health referrals made to occupational health (self or managers) and provide 1:1 therapy for individual staff.

- **5000 staff @ NGH**, A&E dept, 25 bedded ICU, 2 x urgent care wards, regional oncology treatment centre, acute stroke, vascular & general surgery.
- **OH Department:** 10 nurses, 2 physicians and 4 administrators.



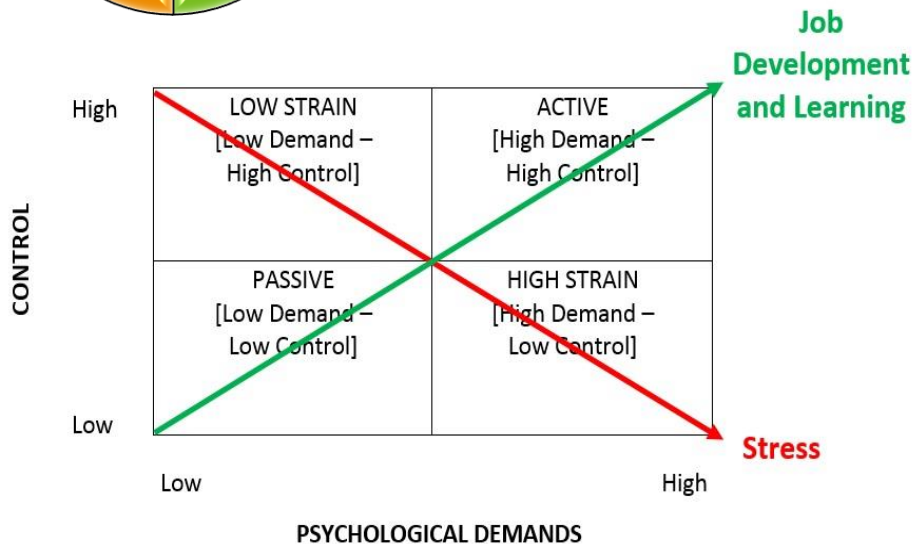
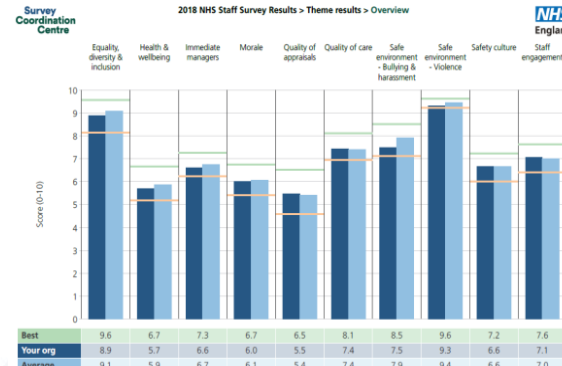
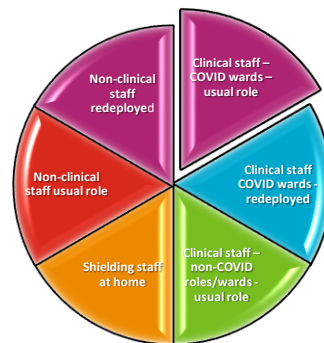
COVID - March 2020: The Need for Psychology

Pre-COVID: low morale and high levels of stress. In some clinical areas under performance, incivility and unprofessional behaviours.

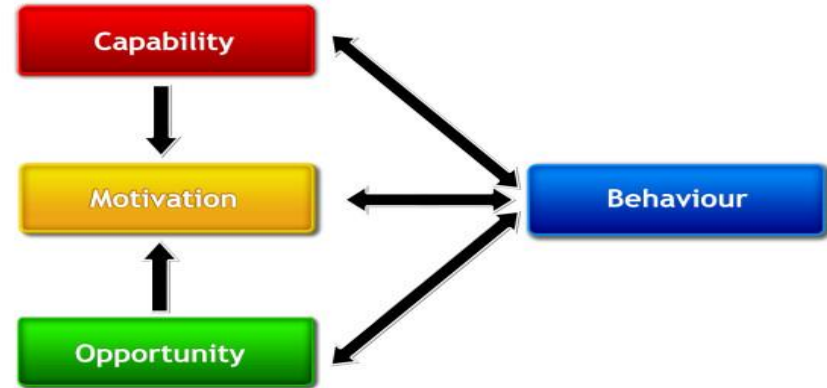
Wave 1: “Whole team approach”, collaboration, innovation and engagement within workforce, common purpose, goals, vision and sense of “we are in this together”/ seeing an end point.

Post Wave 2: Personal & institutional challenges evident:

- Exhaustion/burnout, compassion fatigue, disengagement and distrust with Board decisions and process.
- LOW control, HIGH demand over balancing RESET of BUSINESS AS USUAL vs COVID MGT – impacting on workforce function and patient safety.
- Team behaviours deteriorating, sickness absences high & risk referrals +++, TRAUMA CULTURE setting in .



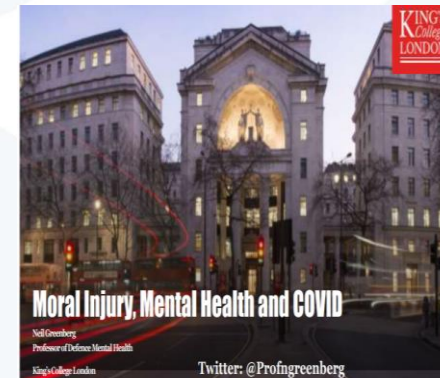
Psychology as a driver for System Change



- ▶ **May 2020: Psychology Service transferred to HR/OD Workforce Team:** Inspired by HRD to develop the H&WB Service and valuing a consultative/ strategic insight role for the Trust and NHS “People” (HR/OD).
- ▶ E.g. being able to apply Behavioural Science Models (e.g COM-B) to enhance understanding of health professionals’ behaviours and enhance OD/HR interventions to reduce bullying/ harassment, LTC sickness and team conflicts.

A Psychological informed strategic approach:

- ▶ **Delivering an evidence based approach to supporting the systems' management of workforce wellbeing & patient care:**
- ▶ Planning for the **recovery** of staff after each COVID wave and offering evidence based models of **reflection** support and **team rebuilding** for clinical teams and services. (ACT, Heads & Hearts, Compassionate Mind).
- ▶ **Trauma informed approach to compassionate leadership** support. Supporting OD/HR colleagues to develop training and **mentorship** programmes in line with the evidence, HEE guidance, NHS People and King Fund, Talking Leadership (Micheal West).
- ▶ **Moral Injury** evidence base focussing on systemic predictors, prevention and management (Psych Savvy conversations, REACT assessments, Safety Huddles, Hot debriefs)



Staff Psychology Service Core Roles:



▶ **Direct Clinical Service (18 months):**

▶ **365 Referrals to Psychology Service**

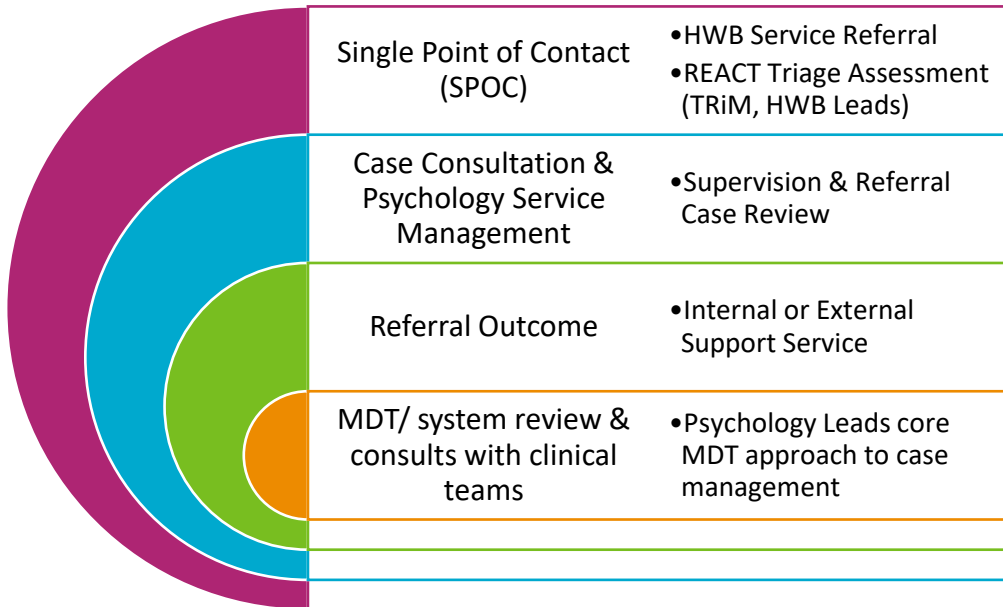
- ▶ 92 Case discussions with non-psychologists
- ▶ 165 Internal Psychology Referrals (1:1 work): Range of psychological issues related to workplace and home life.
- ▶ 100 External referrals (Assessment &/or onward referral)
- ▶ 8 Reflective Practice sessions (senior nurses/matrons, PMA's)

▶ **Non-direct Clinical Roles/ Work:**

▶ **39 Requests for Psychology Support:**

- 19 Consultation/ Support (HRD, OD, OH, Teams/ Managers)
- 9 Project Plans (e.g. oncology civility review, ward exhaustion management plans, redeployment operations policy)
- 6 Training requests (MI, Risk, self-care, REACT training)
- 3 Policy Development (H&S, Workplace Stress, Menopause)
- 2 Reports (Executive Board, NED)

A Integrated MDT systemic approach to HWB



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Northampton General Hospital NHS Trust named Our Health Heroes Health and Wellbeing Employer of the Year



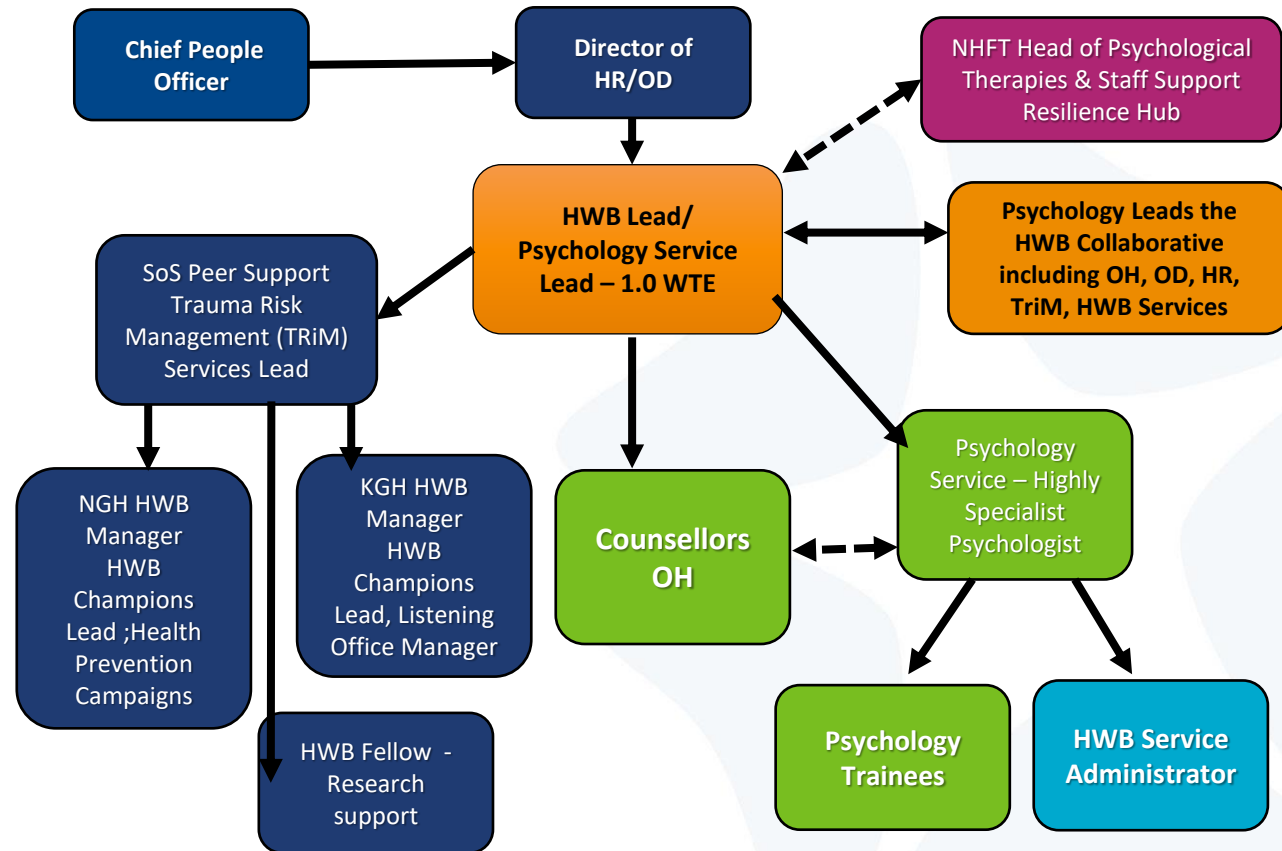
10-12 MINS



"I'm so inspired to be part of this award winning, truly multidisciplinary health and wellbeing team at NGH. The Health and Wellbeing Service is embedded at all levels and delivers supportive services for individuals, teams and the organisation that are underpinned with a strong psychological evidence base and professional skill set."

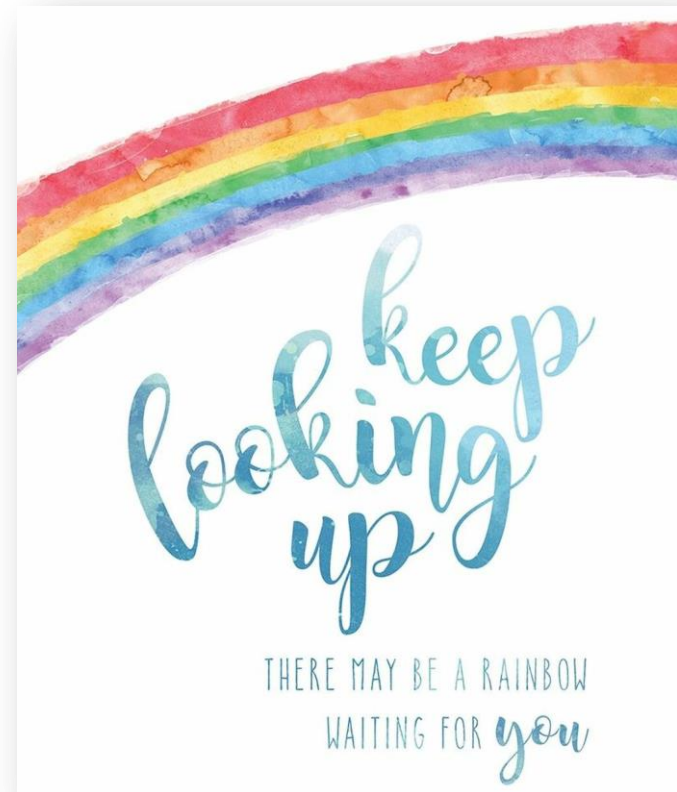
Psychology at the core of the staff system

- ▶ **Head of HWB that has a psychological/clinical focus, consultative role and provides evidence based insights for strategic direction of services:**
- ▶ **Role provides consultation time/ strategic insight & supervision:**
 - ▶ Director of HR/OD on special case reviews (e.g. staff investigations)
 - ▶ Specialist staff groups: e.g. Women Doctors, REACH,
 - ▶ Professional Lead for Peer TRiM incident debrief service
 - ▶ Psychology and Counselling Service staff



Reflections on the Service Development

- ▶ **Taking a Systemic Approach has brought so many opportunities:**
- ▶ To develop the reputation of the clinical service through applying a scientific evidence base systemically for service/team solutions and therefore engaging a wider (individual) reach within professional groups
- ▶ Influence the operational effectiveness of the system through strategic planning with site management and operations directors
- ▶ Highlight patient safety concerns where staff systems are in distress and dysfunctional – engage with preventing safety issues and supporting staff through disciplinary processes, reducing blame culture.
- ▶ Improve workforce wellbeing outcomes – staff survey, service feedback, reputation and value, requests for contact, support, projects





University Hospitals
of Northamptonshire
NHS Group



Northampton General Hospital
NHS Trust

Thank you!

C.Hallas@nhs.net

@HallasClaire



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