

RCOA

Royal College of Anaesthetists

WINTER SYMPOSIUM

3-4 December 2020

Anaesthetists in mind

Chair: Dr Lucy Williams

A study of theatre ergonomics

Dr Richard Marks

Wellbeing

Dr Nancy Redfern

Wellbeing

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Wellbeing

• What is wellbeing?

• Why does it matter?

• What can we do about it?

• Improving our wellbeing at work

- Individually
- In teams & departments

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Wellbeing definition

- a state in which 'individuals have the psychological, social and physical resources they need to meet a particular challenge'.

Dodge R, Daly AP, Huyton J and Sanders LD. The challenge of defining wellbeing. *Int J Wellbeing* 2012; 2: 222-235

- 'An optimal state of physical, mental and social wellbeing, and not merely the absence of burnout.'

Bohman B, Dyrbye L, Sinsky CA, Linzer M, Olson K, Babbott S, Murphy ML et al, Physician Well-Being: The Reciprocity of Practice Efficiency, Culture of Wellness, and Personal Resilience *NEJM Catalyst* August 7, 2017



imaginative
innovative
happier
engaged
fun
kinder
respected
valued
thoughtful
patientcentred
creative
Enthusiastic



Boorman Report

- Staff health and well-being is more than just the absence of disease. Rather, it puts an emphasis on achieving physical, mental and social contentment.

- Organisations that prioritised staff health and well-being performed better, with improved patient satisfaction, stronger quality scores, better outcomes, higher levels of staff retention and lower rates of sickness absence.

NHS health and well-being November 2009 Lead Reviewer Steven Boorman

- 'without strong employee wellbeing, employee engagement declines, retention suffers, and motivation and performance are affected'.

Fairhurst D and O'Connor J. Employee Wellbeing: Taking Engagement and Performance to the Next Level.





Reports

Joy in work — or lack thereof — not only impacts individual staff engagement and satisfaction, but also patient experience, quality of care, patient safety, and organisational performance.

Don Berwick

- Find out what matters to staff
- Staff lead design and implementation of change
- Measure success and refine

IHI Framework for Improving Joy in Work 2017



Reports

If we are caring and compassionate, then we should be able to demonstrate those values as employers in the way we look after our employees.

Sir Keith Pearson JP DL
NHS Staff and Learners' Mental Wellbeing Commission Chair

Workforce Wellbeing Guardian



Reports

- Our employees are our most important asset
- "A healthy workplace creates a supportive environment that protects and promotes the physical mental and social wellbeing of employees"

Policy for Prevention and Management of Stress in the Workplace, 2018

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Synergistic Wellness (WRaPEM) Emergency Medicine Wellness Resilience Performance



wrapem.org

Sources of Stress at Work

1. **Demands of the job:** workload, work patterns and the work environment
2. **Control:** How much say employees have in the way they do their work.
3. **Support:** encouragement, sponsorship and resources you receive from the organisation, line management and colleagues
4. **Relationships:** promoting positive working to avoid conflict and dealing with unacceptable behaviour
5. **Role:** understanding your role and avoiding conflicting roles
6. **Change:** How organisational change is managed and communicated.



HSE Policy for Prevention and Management of Stress in the Workplace 2018



Vulnerability vs Resilience Individuals

Vulnerability

- What makes us vulnerable?
- How do we recognise it?
- How can others help?


- ✓ Control what you can
- ✓ Cope with what you can't
- ✓ Concentrate on what counts

Resilience

- What makes us feel good?
- How do we prioritise this?
- How can others help?

- ✓ Physical exercise every day
- ✓ Meditation / mindfulness / breathing
- ✓ Good sleep hygiene
- ✓ Smile & visualise success - optimism
View problems as challenges not threats





Baker's Dozen of Mental Toughness
Your stress management and resilience toolkit

Dr Mark Stacey Elaine Russ, Andy McCann

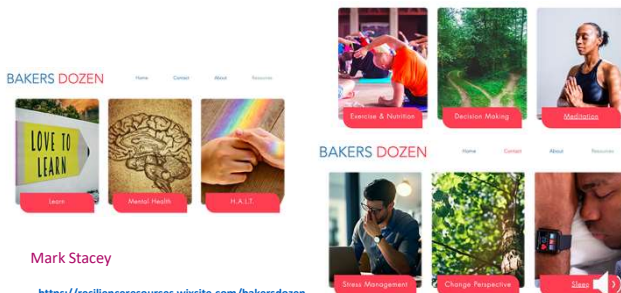
Individual

1. View problems as challenges not threats
2. Be optimistic
3. Recognise and manage your stress
4. Notice positive things others do
5. Meditation / mindfulness / breathing
6. Good sleep hygiene
7. Improve your decision making
8. Ask for help
9. Learn to deal with conflict
10. Do physical exercise every day
11. Learn something new regularly
12. Take care of yourself & your team
13. Smile & visualise success

<https://resilienceresources.wikisite.com/bakersdozen>
<https://www.med.scot.nhs.uk/wellbeing/being-human/>



Baker's Dozen Resilience resources



Mark Stacey

<https://resilienceresources.wikisite.com/bakersdozen>

Doctors need to be supported, not trained in resilience

Eleanor Balme,
Clare Gerada
Lisa Page

<https://www.bmj.com/content/351/bmj.h4709>

bmjcareers

Negative input

Stress
Internal conflict
Time and energy demands

Positive input

Psychosocial support
Social/healthy activities
Mentorship
Intellectual stimulation

Coping reserve

Personality and temperament factors

Outcomes

Burnout
Resilience

Vulnerability vs Resilience

<p>Individuals</p> <ul style="list-style-type: none"> • Vulnerability <ul style="list-style-type: none"> • What makes us vulnerable? • How do we recognise it? • How can others help? • Team/Department <ul style="list-style-type: none"> • What makes the team /department vulnerable? • How do we recognise it? • How can others help? 	<p>Individuals</p> <ul style="list-style-type: none"> • Resilience <ul style="list-style-type: none"> • What makes us feel good? • How do we prioritise this? • How can others help? • Team/Department <ul style="list-style-type: none"> • What makes the team /department feel good? • How do we prioritise this? • How can others help?
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Create an environment where excellence will flourish

EVOLUTION OF INCIVILITY


A civil clinician → External stressors → A permissive environment → An incivil clinician

Evolution of incivility
It only takes a few simple steps

National Strategies

- Civility Saves Lives
 - <https://www.civilitysaveslives.com>
- Learning from Excellence
 - <https://learningfromexcellence.com>
- Sign Up to Safety
 - <https://www.signuptosafety.org.uk>

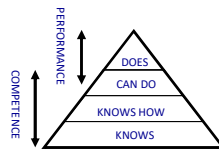


Robert Self 

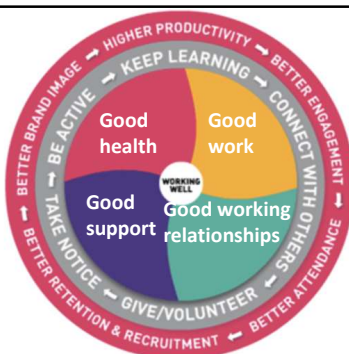
Managing change

'Ideas are cheap – the genius is carrying them out'

- Identify issue
- Sense of urgency
- Look for remedies
- Weigh up choices
- Decide to act [intellectually & emotionally]



After Egan 



Business in the Community workwell model

'an integrated strategic approach'



Effective Change Management

- Understand the current situation
- Define what the ideal would look like
- Identify
 - realistic goals
 - Strategies to achieve these
- Create a timeline



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IHI Framework for Improving Joy in Work 2017

Group work 1 What do we want?

Imagine that we now have wellbeing completely sorted here what would be happening? What would *you* want? And one thing that should stop happening

Each group has a recorder
write **everything down verbatim** and ask questions
As many ideas as possible **ON THE FLIPCHART - at least 60 ideas**
Be as wild as you like **15 minutes**



The anaesthetists' list

- Food available in theatre
- Car parking
- Relaxed atmosphere
- Flexible child care
- Daylight/windows
- Realistic lists
- Enough staff
- A duty consultant who checks every theatre is OK and helps out
- Saying thank you
- Feeling valued



What can we do?

Mark the most important ideas on the other groups' flip charts

5 minutes

Review which ideas others have marked & identify one thing to address

- Work in a group that is addressing something that interests you

What practical steps will help to achieve this?

Redfern 2017



Group work 2 – Ideas to reality

Set a goal

By..... We will have.....

15 minutes

How could you/we achieve this?

Who can help?

Organisations, people?

Where is this done well – outside healthcare?

What's worked here in the past?

Draw a timeline and put the actions on this

Present to the bigger group

Redfern 2017



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- DUTY CONSULTANT**
1. Find out how duty consultant role works in other theatres
 2. Speak to other consultants
 3. Agree on a list of potential theatres
 4. Agree on a list of potential theatres
 5. Conduct a survey or 3 months
 6. Collect evidence of efficiencies
 7. Write business plan
- Covid-19 lists cancelled**
Just go for it!



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‘So, listen up! “Joy in work” is not flaky, I promise you. Improving joy in work is possible, important and effective in pursuit of hope, confidence and safety in healthcare.’

Don Berwick

WHITE PAPER

Forward

“Joy, I admit it. ‘Joy’ is a word I use a lot. That was the reaction I had when I suggested a report on how to improve the work lives of our staff. It was not a reaction I had expected. But it was a reaction I had hoped for. It was a reaction that said, ‘Yes, we can do this. We can make our work lives better. We can make our work lives better. We can make our work lives better.’”

Don Berwick, MD
President, Center for Healthcare Quality Improvement and Research

Wellbeing

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