

# The Bravo Board- a tool to foster a positive working environment.

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In the 2022 GMC survey, we had several red flags including one for supportive environment. I had been working on ways to improve this including team building activities on a high rope, improving communication within the department, and aiming to foster a positive working culture. Having a supportive environment is crucial for trainees to develop and progress in their careers. I wanted to promote a culture of positivity and camaraderie.

Coming to the end of my first year as College Tutor I was thinking of all the successes the trainees and consultants within the department had achieved. I wanted to publicise the achievements but was unsure how best to communicate everything that had been done. The quality of the communication is more important than quantity, and an overloaded email inbox can lead to unread messages. I wanted to use these achievements to celebrate success and motivate each other.

## Motivation theory

There are multiple motivation theories many of which have overlapping themes of achievement, recognition and personal growth.

**McClelland** (1) describes 3 motivating factors, one of which is usually identifiable to an individual and can then be used to manage and further motivate people. These factors are:

**Achievement** - set targets and be rewarded by seeing completion and seeks regular constructive feedback.

**Affiliation** - the desire to belong to a group, usually works well in collaboration.

**Power** - the desire to control and influence.

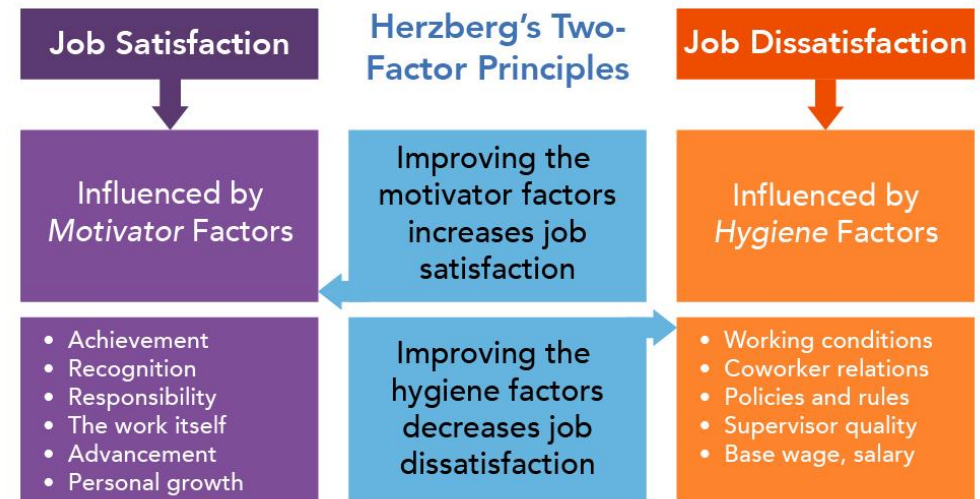
**Sirota's Three factor Theory** (2) states that if the following 3 practices are achieved in the workplace, then a self-sustaining cycle of effective engagement by the employee should ensure:

**Equity** - to be treated justly.

**Achievement** - to take pride in one's accomplishments, to receive recognition for those accomplishments and to take pride in the organisation's accomplishments.

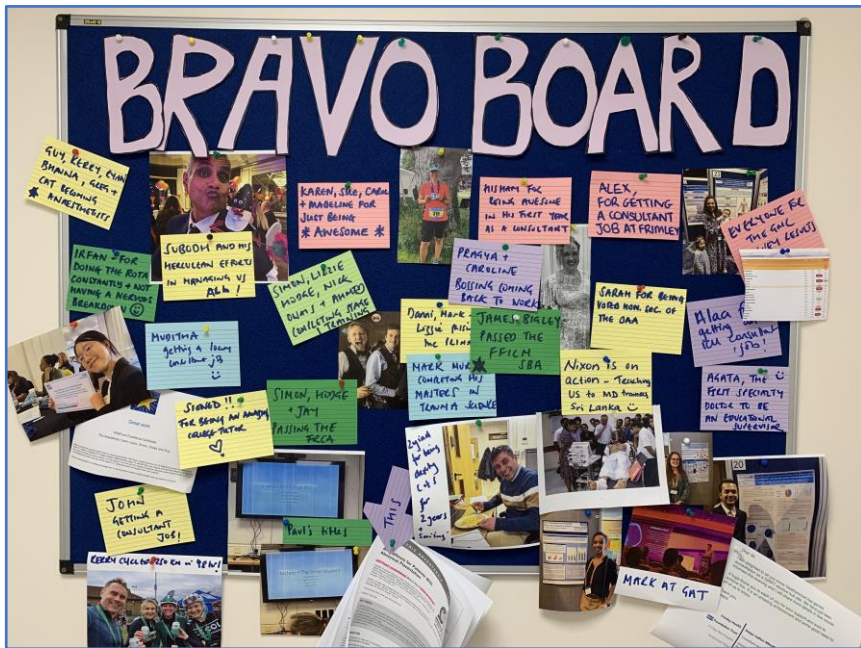
**Camaraderie** - to have an interest in others, be thoughtful and have co-operative relationships within the workplace.

**Herzberg's 2 factor principle** (3) again highlights the importance of recognition and achievement.



I used one of the notice boards in the department to put up pictures and notes of clinical and non-clinical achievements, such as exam success, passing the IAC, returning to work after a period of leave, and running a marathon! We have pens and notes next to the board as everyone is encouraged to add to the board.

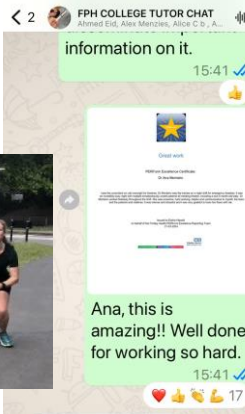
Getting to know your colleagues on a personal level is important, it can break down barriers, increase morale, and improve psychological safety. I have found out about clinical work my colleagues have done in other countries, post graduate qualifications, and charity work that has raised impressive amounts of money. It has been a great source of conversation around the coffee table and when we have had visiting specialities. The board has also been useful to see when trainees have passed exams or completed the IAC and IAOC, so we have an awareness of their needs.



An image of the Bravo board situated in the anaesthetic department

Indicator	2021	2022	2023
Overall Satisfaction	88.61	80.83	91.18
Clinical Supervision	94.10	90.42	94.41
Clinical Supervision out of hours	91.28	94.09	91.91
Work Load	54.63	55.76	48.65
Teamwork	78.24	72.92	77.45
Handover	71.53	59.90	68.90
Induction	81.94	70.31	88.38
Adequate Experience	83.33	79.17	87.50
Curriculum Coverage	81.02		
Educational Governance	75.00	60.42	84.80
Educational Supervision	89.58	81.25	90.81
Feedback	70.57	81.95	86.31
Local Teaching	75.62	60.15	79.61
Regional Teaching	48.18	37.12	52.94
Study Leave	63.80	57.58	66.82
Rota Design	68.40	56.02	66.41
Facilities	74.66	63.39	74.90
Reporting Systems	79.92	72.92	80.31
Supportive Environment	80.00	62.50	86.47

Frimley Park Hospital GMC survey results



Other initiatives, from top left clockwise. Team building with high ropes, departmental sports day, College Tutor WhatsApp group, Friday morning running club.

Our 2023 GMC survey results were much improved, especially in the supportive environment category. We improved from 62.5% agreeing that we provided a supportive environment to 86.47%. Although the Bravo Board was a small contribution to this improvement, it is an easy intervention to help foster a positive learning environment. I have spoken to other College Tutors about this, and several have taken up the idea in their department with good feedback.

#### References

1. The Achieving Society. D McClelland. Eastford CT: Martino Fine books. 1961.
2. The enthusiastic employee: how companies profit by giving workers what they want. Second edition D Sirota and D Klien. 2013.
3. The application of Herzbergs's two factor theory of motivation to job satisfaction in clinical laboratories in Omani hospital. S Alrawahi et al. Heliyon. Vole 6:9 September 2020. <http://doi.org/10.1016/j.heliyon.2020.e04829>