



INNERVATE

PEOPLE | LEADERSHIP | PERFORMANCE

An Impact Assessment of the **SELF-CARE in HEALTHCARE** Programme



**STRESS-REDUCTION
RESILIENCE AND WELLBEING**

**Professional Development for Clinical
and Non-Clinical Health Professionals**



INNERVATE
PEOPLE | LEADERSHIP | PERFORMANCE

Patrick Sherratt patrick@innervate.co
Ian Richards: ianr@innervate.co

1. Background to the Pilot Programme

For many years, there has been a growing concern in the health sector that staff were experiencing increasing levels of workplace stress. Health-care survey results showed that illness and burnout were prevalent. In one report (August 2016), by the New Zealand Association of Salaried Medical Specialists (ASMS), 51% of senior medical staff reported symptoms of burnout including high levels of fatigue and exhaustion. In further studies, both in New Zealand and abroad, other symptoms of stress such as a loss of goodwill, bullying, harassment, divorce, substance abuse and suicidal tendencies were also being reported.

Hawke's Bay District Health Board (HBDHB) had identified the need to invest in people and culture. Investing in **developing the resilience of staff through improving their own self-care** had been identified as a priority through successive surveys. This investment would ensure that staff could continue to stay well and maintain a quality healthcare service for their communities. In partnership with Innervate, HBDHB piloted a training programme to better equip all professionals with practical strategies to improve their individual and team resilience, general relationships, wellbeing, and performance.

The *Self-care in Healthcare* programme utilises ideas and tools from a wide range of first-hand and researched sources in areas such as cognitive psychology, high-impact leadership and constructive, high-performance cultures.

Initially as a single training day, (for up to 16 people), the workshop was offered across all HBDHB staff as an intervention to support them with any symptoms of workload stress and burnout. Initial workshops were offered on a Saturday until August 2016 when a week-day option was made available. The Pilot continued until January 2017 when the training was paused for an impact assessment. (The results of this assessment are presented later in this document.)



2. Continuing the Programme

Alleviating workload stress and symptoms of burnout were again highlighted by staff as a high priority concern. The *Self-care in Healthcare* programme was again identified as a way to support staff with these problems and arrangements were made to scale-up the workshop so more staff could attend. Workshops began bi-monthly in August 2017.

In March 2018, the programme was tailored to allow more staff to attend by reducing its length to a half-day (4-hour) training session for up to 20 people. Additional one-hour burnout prevention

lunchtime talks were also offered to any individuals or teams. Further, full-day and half-day trainings were facilitated for whole teams that were considered being in crisis. These were followed-up with a half-day team performance session, plus manager leadership coaching when required.



By November 2020, seven DHBs across New Zealand had used some form of the ***Self-care in Healthcare programme***.

During 2021 and 2022 live trainings were ceased due to the disruption caused by Covid-19 and government lock downs. ***Self-care in Healthcare*** became deliverable to staff via a 3-hour Zoom webinar.

1-hour webinars were also made available to address specific areas of concern. These were:

- Burnout Prevention
- Change Anxiety
- Compassion Fatigue
- Vicarious Trauma

By November 2022, both face-to-face workshops and on-line webinars were happening.

3. Overview of the Current Self-care in Healthcare Programme

The *Self-care in Healthcare* workshops and webinars are an investment in people, leadership and culture. The workshop takes a context-specific approach to help strengthen resilience, alleviate symptoms of burnout, and improve person and whanau-centred care. This enables participants to behave in more constructive, caring, and supportive ways with colleagues and patients/clients.

Although named ‘Self-care’, the workshop offers participants a much broader range of ideas and tools that can specifically be tailored to an organisation’s needs. These include:

- Understanding how symptoms of stress and burnout are created by an internal and external resistance to actual and/or imagined situations considered adverse or demanding.
- How to strengthen resilience by making a deliberate effort to ‘release the resistance’ before the sympathetic nervous system creates a fight / flight / freeze response.
- How to engage more helpful thoughts, emotions and physiology (including mindfulness), to reduce stress, exhaustion and other symptoms of burnout.
- An insight into how unhelpful behaviours, such as aggression, bullying or harassment, can be driven by a low sense of self-efficacy, locus of control and self-esteem.

- Realise how team-culture impacts personal wellbeing and performance and identify ways to become a better team-player.
- Using positive acknowledgement, acts of kindness and moments of fun as tools to improve trust and wellbeing within teams and inter-collegial relationships.
- Develop a team rest and renewal space at work that makes visible a culture that values and supports its staff and prioritises self-care as a professional competency.
- Use peer support strategies to help maintain pledged personal and professional wellbeing and performance goals.

The Self-care in Healthcare training day is facilitated on or off-site with mixed profession groups of 12-16 people. Training days run from 8.30am to 4.00pm. The half-day workshop runs from 8.30am – 12.30pm, or 1.00pm – 5.00pm and can accommodate up to 20 people.

Self-care in Healthcare Webinars

The workshop has also been condensed into a 3-hour *Self-care in Health care* webinar. These can be organised at any time. Further, short one-hour webinars on selected topics of concern are also being presented.



Self-care in Healthcare On-line Learning Programme

To further support health professionals, an on-line learning programme is currently being created. This programme offers 15 video units, each with a pdf document download. People can access the content at their own convenience which provides an opportunity for staff development outside of regular work hours. This resource will be available in January 2023.

Team Performance Workshops

A *Self-care in Healthcare* workshop can be followed up with half-day “Team-works” workshops for any troubled teams. These explore key elements of team effectiveness, while providing ideas and tools to clarify a positive future and make change happen at pace.

This enables teams to build a culture of involvement, with shared accountability for implementing and maintaining the changes need to improve performance and wellbeing.

Leadership Coaching

Intensive leadership coaching (face-to-face, phone or on-line), can be provided for managers, who are experiencing challenges with team culture and effectiveness. The key aim of this is encourage and support leaders to identify key, strategic changes and follow through to make these happen.

Online Follow-up Support

All workshops, webinars and coaching are supported by free access to online support including a library of articles, videos and audio files designed to assist in continuing the education after the workshops.

The on-line learning programme enables people unable to attend a training workshop with an opportunity to learn the ideas, while past participants have an opportunity to refresh the ideas.

A regular email newsletter acts as a reminder to all participants to continue working on building the habits that lead to reducing stress and preventing burnout.

3. Evaluation of the 2016 Pilot Programme

The following information provides a **summary of the qualitative and quantitative data** received from participants who attended the pilot *Self-care in Healthcare* programme six months after it commenced in December 2015.

The data obtained is categorised into four areas, as shown in this diagram.



WORKSHOP PARTICIPANT COMMENTS

The large selection of participant comments are summarised by categorising them under three key themes: Workshop Structure, Content and Organisational Benefits. Please ask for the full list.

1. Workshop Structure

'Well structured'; 'practical useful content'; 'good mix of written, visual and audio material'; 'Incredibly well delivered, professional / pitched well for audience'; 'the facilitators are not part of the organisation'; 'action orientation of workshop'; 'interactive learning environment'; 'the off-site venue'.

2. Content

'Sound evidence-based, comprehensive self-care techniques'; 'helpful to share with clients'; valuable skills to reduce stress/anxiety; 'Very useful tool to make you reflect on what your true stressors are'; 'offers strategies for supporting work/life challenges'; tools to increase resilience'; 'helps take back control!'; 'creates self-awareness'; 'improves work-life balance'; 'has the potential to change lives'.

3. Organisational Benefits

'Prevents people from burning out'; helps develop and retain good quality staff'; 'helps those vulnerable to bullying'; 'will have a positive effect on the number of sick days taken'; 'good for the staff to feel valued'; 'builds resilience' 'we owe it to the people we care for, to care for ourselves'; 'helps create a positive workplace environment'.

TEAM LEADER / MANAGERS REVIEW SUMMARY

This summary provides key themes on noticeable changes within individuals and teams.

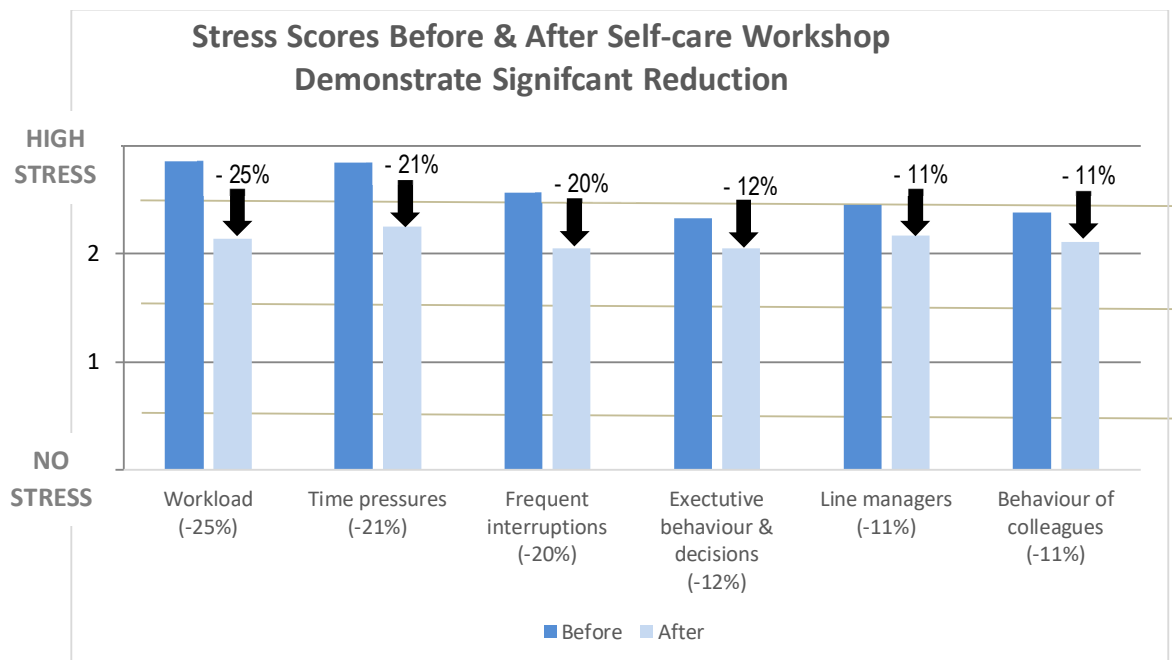
- ✓ *'The DHB funding this programme is a real and practical way of showing it values staff.'*
Team Leader Orthotics, Physiotherapy and Speech Language
- ✓ *'There has been an improvement of team culture, wellbeing and relationships.'*
Occupational Therapy, Professional Advisor and Team Leader
- ✓ *'We now want to establish a peer-support group for medical team professionals.'*
Senior Medical Officer
- ✓ *'Improving self-care strategies highlights how my poor self-care has been impacting others.'*
Team Leader for Administration & Support Services
- ✓ *'This workshop was a catalyst for turning a difficult work relationship completely around!'*
Clinical Team Leader, Oral Health Services
- ✓ *'It develops networks, shared experiences and the building of engagement.'*
Manager – Mental Health
- ✓ *'A wider understanding of stress, anxiety and exhaustion, has created smarter self-management.'*
Supervisor Māori Health
- ✓ *'The improvement of self-efficacy and control at work and home has also improved self-esteem.'*
Senior Aseptic Technician
- ✓ *'It has helped us build strategies for improving individual performance and teamwork.'*
Senior Medical Officer
- ✓ *'It's a catalyst for a wide range of noticeable changes to improve individual and team well-being and performance.'*
Nurse Educator, Public Health Nursing / Child Health Team

PILOT PROGRAMME SURVEY REPORT

An online 'sources of stress' questionnaire was undertaken by participants one week prior to the workshop. Based on thirty researched stressors, the survey has identified six stressors that DHB staff report as causing the highest levels of stress. The top six stressors in decreasing importance were:

- **Workload**
- **Time Pressures**
- **Frequent Interruptions**
- **Executive Behaviours and Decisions**
- **Behaviour of Line Managers**
- **Behaviour of Colleagues**

Participants completed the same questionnaire six months later which demonstrated the impact of the intervention in terms of decreasing perceived levels of stress.



[Pre-workshop survey N = 216 participants. Post-workshop Survey N= 111 participants]

NOTE: Comparative analysis of the two samples indicate a significant reduction of reported stress across all surveyed stressors. Analysis also indicates that tailoring of the workshop, based on early results, has resulted in the largest reductions being in those areas which were reported as causing the greatest stress.

The graph shows percentage decreases in perceived levels of stress for the 'top-six' sources of stress. As stated, the three highest reported sources of stress are showing the greatest decrease – over 20%.

Most other results show sources of stress falling between 10% – 17% with 'Organisational Systems and Processes' and 'Inadequate Technology' showing below 10%. These reductions in stress are still statistically significant.

SIX-MONTH PARTICIPANT REVIEW SUMMARY

The programme evaluation demonstrates that participants are **taking more accountability for their thinking, decisions, and behaviour**. This could be because participants gained an understanding of how to improve their personal power, control and value beliefs, and implement deliberate coping strategies to prevent being affected by a range of workplace stressors.

Responses were received from Nursing, Social Work, Pharmacy, Physicians, Labs, Oral Health, Māori Health, Occupational Therapy, Physiotherapy and Mental Health. Themes identified were:

- ✓ *improved goodwill towards the organisation by supporting staff with this type of workshop*
- ✓ *continued to work at HBDHB as opposed to moving to new employment*
- ✓ *shifted perceptions of work situations that are causing stress*
- ✓ *became more mindful of how communication / actions effect colleagues*
- ✓ *increased a sense of what is within one's sense of control and what is not*
- ✓ *became more resilient to change (and not 'sweat the small stuff')*
- ✓ *increased self-efficacy / esteem around competence (personal power, control, and value).*
- ✓ *became calmer when faced with stressful situations*
- ✓ *created awareness and deliberate use of positive self-talk*
- ✓ *increases the use of compliments for acknowledgement and building trust*
- ✓ *improves energy management by using break-times for rest and renewal*
- ✓ *became more kind towards others*
- ✓ *created ideas for working with patients/client's stress*
- ✓ *improved personal relationships at home*
- ✓ *improved the home/work life-balance*

SUMMARY

As of November 2022, over 1200 participants within a range of district hospitals and health centres have attended a workshop or webinar from the *Self-care in Healthcare* programme.

Through voluntary participation in *Self-care in Healthcare*, or by targeting troubled teams, this impact assessment suggests that if people take more responsibility in prioritising their self-care, stress-levels around workload and time pressures will reduce, while goodwill, positive behaviours and inter-collegial relationships will increase.

These positive benefits influence the core business of providing exceptional quality patient safety and care. As one attending senior medical officer stated:

'We owe it to the people we care for, to care for ourselves'.

THE DESIGNERS AND FACILITATORS

The primary designer and facilitator for *Self-care in Healthcare* is Patrick Sherratt – co-founder and a director of Innervate.



Patrick travels widely teaching individuals, teams and organisations thinking, learning and wellbeing strategies to achieve higher levels of personal and professional performance and success. He works across Australasia as a seminar and conference speaker, author, workshop facilitator and on-line webinar presenter. He holds a master's degree with honours in Education and an Undergraduate Degree in Psychology.

Patrick's interest in personal leadership and wellbeing began in the mid-1990s when he undertook an extensive range of holistic education and meditation training for his own work/life balance. Formal university qualifications followed.

Patrick now works across all sectors: state, community, commercial, education and health and has worked in some of Australia and New Zealand's leading organisations, secondary schools and district hospitals. Patrick enjoys life with his family and extended family near Havelock North, Hawke's Bay.

Patrick Sherratt: 021 215 7320 patrick@innervate.co



The primary facilitator for Team workshops and leadership coaching is Ian Richards.

Ian is co-founder and Director of Innervate and has over 20-years' experience as a conference speaker, course designer, author and coach, working across the commercial, education, health, state and community sectors. He has a proven track record supporting individual and organisational performance and specialises in leadership and team development.

He holds a Master of Arts degree with distinction, focused on emotional and behavioural performance, and has a first degree in mathematics.

When he isn't travelling for work or pleasure, Ian resides in Havelock North, Hawkes Bay.

Ian Richards: 021 441764 ianr@innervate.co