

# North West IAPT Leadership & Innovation Forum Event

## IAPT Workforce Wellbeing

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# Current findings

## **Adult IAPT Workforce Census 2015**

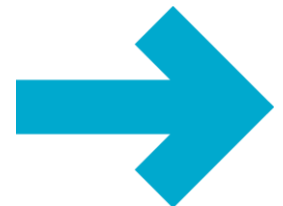
22% leaver rate for LI, 9% for HI

## **Royal College of Psychiatrists Accreditation Programme for Psychological Therapies Services (APPTS)**

- 3/9 IAPT services did not meet the therapist wellbeing standard
- 19% of therapists disagreed that the services actively supported their wellbeing

## **Academic literature (5 published studies on IAPT)**

High levels of burnout and emotional exhaustion – but small sample sizes and ?poor methodology



# Current findings

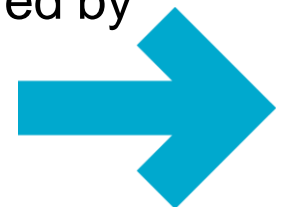
## PWP workforce surveys – North West & East of England

- Two thirds of PWPs found their job stressful
- 50% were rarely or never satisfied with the amount of time spent on admin and meeting performance targets
- One third felt unable to voice opinions and influence decisions
- A significant number felt supervision wasn't personally supportive
- *“IAPT is taking it's workers to breaking point”*
- *“The PWP job is extremely stressful and it seems that everybody does it for a period then has to move on”*



## But it's not all bad...

- Majority of PWPs felt supported by management, and are satisfied with their role, the training opportunities, and the way in which they work (EoE PWP survey)
- The majority of PWPs felt supported by their management team (EoE PWP survey)
- 98% of staff felt trusted to do their job and 87% felt able to make suggestions to improve their work (local provider survey)
- A strong majority of therapists were positive about the support they received from their IAPT service (APPTS)
- IAPT staff were the most satisfied workforce group measured by the NHS staff survey in one large mental health trust



## And we can achieve this...

*“All IAPT staff should have a proper focus on wellbeing like we do – I have been a PWP for 4 years and have no desire to stop any time soon!”*

*“There doesn't seem to be a culture of overwork – we are expected to do our best in the time we have, which I appreciate”*

*“The service does value wellbeing and this is supported by the amount of time allowed for supervision, masterclasses and so on.”*

*“I have never been so well supported in my progression and my work. I feel I am trusted to work at my own pace and have protected time for supervision and for learning whilst I work.”*



# Why invest in staff wellbeing?

- Increase productivity
  - Reduce sickness absence
  - Reduce staff turnover
  - Improve staff morale
  - Improve patient care
- ✓ Access
  - ✓ Waiting Times
  - ✓ Recovery



# Supporting the IAPT workforce

- Best practice examples of workforce wellbeing initiatives shared nationally with staff
- Case studies of IAPT services who have delivered improvements in staff wellbeing published on NHSE website
- Extensive section on workforce wellbeing written in the IAPT manual
- Webinar outlining ideas and actions for promoting workforce wellbeing attended by 60+ IAPT staff
- Communications strategy to promote and value the PWP role including best practice examples of PWP career development
- Collation of support and development resources and tools for staff
- Ad-hoc support and advice to service leads available
- Close working with the NHSE Healthy Workforce programme, BABCP, IAPT training courses and HEE



# Best practice case studies

- Managing staff wellbeing at Talking Therapies Service Brent
- Staff retention at Westminster Talking Therapies service
- Promoting wellbeing in the workforce: Yorkshire and the Humber Senior Psychological Wellbeing Practitioner Network
- Back on Track – Hammersmith & Fulham IAPT
- Promoting staff wellbeing at Sheffield Improving Access to Psychological Therapies (IAPT) service
- Embedding a culture of staff wellbeing at North Yorkshire IAPT





# Key factors impacting on staff wellbeing in IAPT

- Leadership and management
- Supervision
- Clinical complexity
- Working environment and infrastructure
- Job security and contracts
- Job design
- Workload
- Targets and culture
- CPD and career development opportunities – especially for PWP
- Recognition of the PWP role – feeling valued and able to influence decisions



**Guidance in  
the IAPT Manual**



# Best practice examples – understand the issues

- Staff wellbeing survey/audit – how are our staff feeling? What are the issues? – measurement is crucial
- Away days and workshops focused on staff wellbeing – developing an action plan
- Opportunities for feedback – anonymous online suggestion and questions box
- Exit interviews



# Best practice examples – get the basics right

- Know the team and bring them together – staff photo board, whole team meetings, socials
- Consider the barriers to taking a lunch break and create a space to sit together
- Review of timetables to ensure enough time for travel, breaks, debriefs, admin
- Regular supervision with trained supervisors
- Review of admin support
- Implement new IT systems and resources eg headsets, double screens
- Variety in the role – opportunity for projects and lead areas



# Best practice examples – leadership and management

- Clinical lead offering telephone triage appointments – doing the work of a PWP
- A present leadership team
- Leaders as role-models – eg taking lunch breaks
- Managers taking time out to focus on staff wellbeing and making it a priority
- Leadership and line management training
- PWP lead posts – Band 7s and 8As
- Involving staff in decisions



# Best practice examples – communication

- Ban the word ‘targets’ -> “how many patients are we going to *help* this week?”
- Explain to staff why we do what we do, eg why we have KPIs and what they actually mean
- “You said, we did”
- Wellbeing newsletters – colourful, thoughtful language, success stories, messages of thanks, inspirational quotes, top tips for wellbeing
- Blogs – a day in the life of a clinical lead / administrator




# Best practice examples – setting the wellbeing culture

- Induction pack on wellbeing
- Flexible working – part-time, from home, flexi-hours
- Wellbeing champions
- Reflective practice groups
- 5-min mindfulness at the start of meetings
- Individual and team wellbeing objectives included in appraisals – wellbeing pledge
- Wellbeing week
- Self-care wall
- Buddy system



# CARE FOR THE CARETAKER




Keep brief notes – they are for personal benefit and no one else's.

Take a lunch break with colleagues – head to the canteen to take time out of the office.

Get up from your desk regularly

Have you been impressed by a colleague's work? Tell them!

Chunk time together in a way that works for you. Experiment with this.



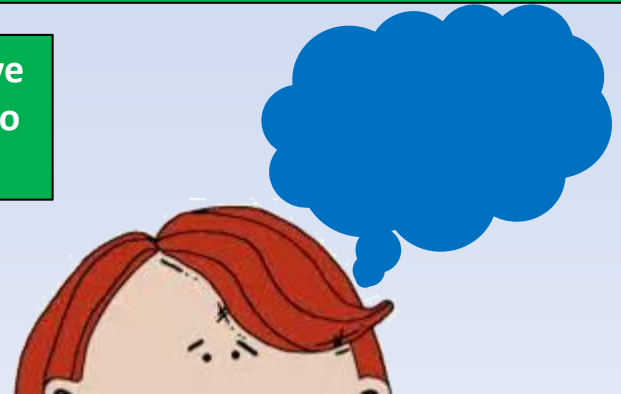
After a tricky appointment, have a debrief with your colleagues or duty supervisor. Use the team to support you!



Make plans after work that you have to commit to.

"If it's not risk, I can leave it until tomorrow!"

Remember what you have done well, create space to reflect on this.



# Best practice examples – training and CPD

- Resilience, stress management, emotional intelligence, compassion fatigue, mindfulness
- Wellbeing training as mandatory training
- Coaching and mentoring – free!
- CPD opportunities for PWP's – leadership, specialist areas
- Training for the admin team
  
- Useful reading for clinical staff:
  - [Experiencing CBT from the Inside Out: A Self-Practice/Self-Reflection Workbook for Therapists – James Bennett-Levy et al. \(2015\)](#)
  - [Oxford Guide to Surviving as a CBT Therapist – Martine Mueller et al. \(2010\)](#)





# PWP lead roles

## Long-term conditions

Work with patients with LTCs, provide training to other HCPs; develop resources, link up with patient groups.

## Peri-natal

Partnership working with midwives & health visitors, pathway developments, patient groups in community settings, networking with children's centres

## Universities and Colleges

Set up pathways and deliver interventions within colleges and universities

## Occupational Health

Provide PWP treatment interventions within the stepped care model in NHS Trust Occ Health services

## Supervision

Complete training in PWP supervision & provide case management & clinical skills supervision to PWPs

## Management

Part of the service management team responsible for line management, performance management, recruitment & overseeing projects

## Service Promotion

Develop & oversee community projects & liaise with community partners and local organisations

## Clinical Advisor

Advisor to clinical networks & PWP Specialist Interest Groups both regional & national

## Research

Undertaking research as part of the PWP role in service or an academic institution

## Teaching

Clinical tutor on the PWP training course

## Prisons

## What next???

# Best practice examples – sharing successes

- Sharing patient stories - reminding staff why they do what they do
- Positivity jar
- Sharing PEQ feedback with the team
- Thank you emails
- Staff awards



# Caveats

- Do these initiatives actually work? What's the evidence?
- We need to measure improvement
- What exactly do we want to measure? – subjective wellbeing, engagement, retention, sickness, patient outcomes
- Creative examples but do we need larger organisational and structural change?





# Useful resources and support for staff

- Occupational Health
- Employee Assistance Programmes
- Access to neighbouring IAPT services
- Staff benefits and wellbeing initiatives (Nandos!)
- [In2gr8mentalhealth](#) – online forum for mental health professionals with lived experience of mental ill health
- [Honest Open Proud Mental Health Project](#) – supporting mental health professionals who experience mental health problems in reaching decisions about disclosure



# Useful toolkits and training for managers

	<a href="#"><u>Retaining your clinical staff: practical improvement guide</u></a>
	<a href="#"><u>Staff Health and Wellbeing Framework with actionable steps and a diagnostic tool</u></a>
	<a href="#"><u>Mental Health for Employees toolkit</u></a>
	<a href="#"><u>Wellness Action Plan</u></a> & lots more helpful info!
	<a href="#"><u>Free online leadership training programme, regional workshops, coaching and mentoring</u></a>



- **What can you take forward from these examples?**
- **How do you need to prioritise workforce wellbeing?**
- **Who do you need to get the message to?**

## **Questions and feedback?**

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