

20th May 2020

Dear Colleague

Thank you for the phenomenal hard work you and your teams have undertaken over the past two months. Whether you see yourself as a Leader, Manager or Supervisor, you are instrumental in supporting your teams Recover, Reform and Re-set over the coming months. We all need to reflect on our personal and shared experiences and determine what the new 'norms' are, as we continue our journey to be a consistently outstanding, compassionate and inclusive organisation. We need to see this time as an opportunity for healing, growth and innovation (Recovery and Reform). To quote Paul Robinson, Chief Financial Officer/ Deputy CEO, "We must take the good things we have learned and keep them" and also Re-set the new 'normal' for individuals, teams and the organisation.

Many teams have been working very differently over the past few months. Some people have worked in other teams, in different locations, with different patient groups, whilst some colleagues have been on stand-by, worked from home or attended work on a rota. Many colleagues have had to respond quickly and learn new skills. We would like to capture this learning and utilise it to contribute to future colleague welfare, patient care, safety and innovation.

Whether you lead a team that is re-establishing itself or has been well established throughout this period, this is a great opportunity to have a **Team Conversation** to support colleagues' health and well-being, engagement and innovation. As a great leader, manager or supervisor we know many of you will automatically do this, but we want to ensure *every* member of *every* team is included and we capture as much learning from this period as possible.

Therefore, please use this pack to have a **Team Conversation**. It has conversation starters and questions to have great conversations, to identify what went well, what were the challenges, what people learnt, what new ways of working do you want to continue, and what do you and your teams need going forward. Please have these conversations over the next month with your team. To help us capture some of the conversations and your teams learning please return the Team Conversation Summary sheet via the Organisational Development Team at sfh-tr.ODenquiries@nhs.net

Building on this, in a month's time there will be a second conversation to have with your team. This will include sharing your Division's Staff Survey Results and exploring what you want to Stop, Start and Continue with a culture and improvement plan to decide what to take forward.

We know we have some very experienced managers who will take this pack and run with it. We also recognise we have some newer leaders, managers or supervisors who may like to talk it through with someone beforehand, ask questions or be supported when having the team conversations. If you would like any support please contact the Organisational Development Team via sfh-tr.ODenquiries@nhs.net

Please ensure you take the time to have **Team Conversations**, as they are truly valuable. Thank you.



Emma Challans
Director of Culture and Improvement
Sherwood Hospitals NHS Foundation Trust



Richard Mitchell
Chief Executive
Sherwood Hospitals NHS Foundation Trust

Managers' Pack

Team Conversations

As a leader, manager or supervisor you are instrumental in supporting your teams and, with their input, helping create the new 'normal' in our transitions during Covid-19. Holding Team Conversations will contribute to our continued journey to being an outstanding compassionate and inclusive organisation. This guide is to help you frame the conversation. It is intended as a 'light-touch' acknowledgment of a return to business post Covid-19 and is supported by other tools and resources (see Signposting and Support section). Please record key points on the Team Conversation Summary sheet in the blank CARE boxes (page 7) and **return to the Organisational Development Team at sfh-tr.ODenquiries@nhs.net by Friday 30th July 2020.**

Team Conversations Guide

These boxes are conversation starters and questions to use.

Communicating and working together

Welcome everyone back. Acknowledge and thank **everyone** in the team – admin, clinical, nurses, AHPs, HCAs, Medics, housekeepers, for their hard-work and contributions over the last few months.

Reflect on working at SFH during Covid-19 period: How was it for everyone?

Tell me what went well? What came easy to you?

How can we celebrate our achievements?
When should we celebrate our achievements?

Aspiring and Improving

What was good about life/work before Covid-19 that we should retain?
Tell me what you discovered about yourself and the team during this period?

Were there any surprises? (+ve) or (-ve)

Are there any different ways of working that you want to continue?

Is there any training required going forward to support new-found skills and interests?

Do we need any equipment to support new ways of working?

Respectful and Caring

What have been the challenges and the positives for you as individuals, this team, and /or other teams you worked in?

Are you aware of health and wellbeing support SFH can provide for you?

Did you use any of the #SFHDEN Health and Well-being resources?

Efficient and Safe

Are there any new ways of working that you can suggest helping us to be more efficient and safe?

Do we need any help to support new ways of working?

What suggestions or ideas do you have going forward to support social distancing?

Guidance for managers to support conversations.

*This Conversations Guidance is based on feedback and data received from staff during the C-19 period.

Communicating and working together: Celebrate and Thank You

- **Recognition:** Begin with a thank you. Some people reported feeling undervalued and unappreciated when being told to work from home. Acknowledge that everyone's contribution was valued and appreciated by the Trust and by their Manager. (The Communications Team can supply SFH Thank You cards)
- **What went well:** During C-19, collaborative working, governance and rules may have been relaxed as people found ways to respond rapidly but safely to situations. A new-found 'freedom' may have been experienced which on reflection may have helped people to do their jobs equally if not better effectively. Acknowledge this and explore ways in which to continue with new ways of working.
- **What came easy to you?** Acknowledge and congratulate; make a note of this information. It may be that an individual has realised an aptitude for something new or learned a new skill.
- **Opportunities for individuals and teams:** Listen to what people may be telling you about their new experiences. Formulate how this may impact positively on *new ways of working* going forward.
- **Celebrating our Achievements:** Introduce fun into the conversation. Discussing ways to celebrate may be easier in teams which previously interacted socially, but this is a re-set. Consider how you might celebrate together post C-19 and setting the standard for future. Visit Twitter for ideas of how other teams do this. ([Staff Engagement Wall](#))

Aspiring and Improving; self, team and others

- **Reflections:** Ask the team what they remember as being good before C-19. Probe: is this 'rose tinted' spectacles or fact? Ask – should it be retained? Be open, truthful and realistic with your team, is it possible to return to the status quo and if not, why not? Share your own reflections/show vulnerability which builds trust in teams and will encourage responses in the next section. (You may want to develop a Team Canvas – see [Factsheets](#))
- **Discoveries:** Be prepared for emotional responses and/or reticence to share. The previous conversations will hopefully have built psychological safety.
- **Working differently:** This part of the conversation is about you and the team identifying different ways of working. What in particular worked well and what could you do going forward? It is information gathering at this stage and may require a more in-depth conversation with a structured approach in a follow-up meeting [See Stop, start, continue guidance – see [Factsheets](#)]. This conversation may consider not only working differently operationally but in regard to relationships too. Identify areas for development and further exploration in future team meetings (note key points on Team Conversation Summary Sheet page 7)

Respectful and Caring

- Have there been challenges and positives for you as individuals, this team, other teams you worked in? Consider civility, emotion responses and relationships during this time.
- Did you use any of the SFHDEN Health and Well-being resources and if so, were they helpful? Any suggestions on what else would you and your team have liked/been helpful, then and in the future? How would you and your team have liked the information to be given?
- Conclude with 'check-in/check-out' – How are people feeling generally. Do you feel ready to re-set and return? Was this conversation welcomed/useful?

Efficient and Safe

- Are there any new ways of working that we can suggest to make us more efficient and safe
- Do we need any help to support new ways of working? Who do we need to discuss this with?
- What suggestions or ideas do you have going forward to support social distancing?

Preparation for your team members

- Send out the Team Conversation Individuals Preparation Sheet at least a week beforehand to each of your team members, to help them form their thoughts and ideas ready for the Team Conversation (pages 5 and 6).
- To ensure inclusivity, please consider how you will include everyone in this team conversation, i.e. those on different shifts, anyone who may still be working from home, those on a phased return to work. This may mean you hold several Team Conversations, have some virtual Team Conversation meetings (see [Having Effective Virtual Meetings Factsheets](#)), look at shift patterns or some 1:1 conversations.

Signposting & Support: Other resources to support you with this conversation and engagement with your team going forward:

Leadership Opportunities Flyer
[Staff Engagement Wall](#)
[Toolbox Talks](#)
Sfh-tr.ODenquiries@nhs.net

[Health and Well-Being Support Factsheets](#)
 SFH Re-connecting Pack (under development)
 HR Business Partners ext 4633

Team Conversation – Individuals Preparation Sheet

In the next few weeks we will be having a Team Conversation. This will be an opportunity for us to re-establish as a team; to talk about what went well during the Covid-19 period, any challenges created, any new talents you discovered, any new skills you have learnt or rediscovered and new ways of working which we may want to continue. To help you prepare for the conversation please take 10 minutes to reflect on and make some notes about your experience, using the questions below. Our Team Conversation will help create the new 'normal' that is necessary as we transition through the demands of Covid-19 and contribute to our continued journey to being an outstanding Compassionate and Inclusive Organisation.

Communicating and working together

How was Covid-19 for me? What went well? What came easy to me?

What did I achieve? What did I achieve with my team/other teams?

How can we celebrate our achievements and when?

Aspiring and Improving

What was good about life/work before Covid-19 that we should retain?

During Covid-19 I discovered I could:

I was surprised at/by:

Are there any different ways of working we adopted that you want to continue?

Do we need any equipment to support new ways of working?

Is there any training required going forward to support any new-found skills and interests?

Respectful and Caring

What have been the challenges and the positives for me and my team? Any other teams I worked in?

Are you aware of the health and wellbeing support that SFH can provide? Yes /No

I used the following #SFHDEN Health and Well-being resources:

Efficient and Safe

Are there any new ways of working you can suggest for us to be more efficient and safe?

Do you or we as a team need any help to support new ways of working?

What suggestions or ideas do you have going forward to support social distancing?

Team Conversation Summary Sheet

Insert Team name:

Date

Ward / Department Manager:

Communicating
and **working together**

Aspiring and **improving**

Respectful and **caring**

Efficient and **safe**

Please note your team conversation key points and send a copy to sfh-tr.ODenquiries@nhs.net by 30th July 2020. These key points can be a basis for future 1-1's conversations and team meetings. This could be around celebrations and thanks, different ways of working and innovation, training and development/personal opportunities, reflective and restorative practice, as a regular and on-going offer.