

Welcome – this webinar will begin in a few minutes.
The webinar is being recorded.



Please mute your microphone on arrival.



Wellbeing webinar 2

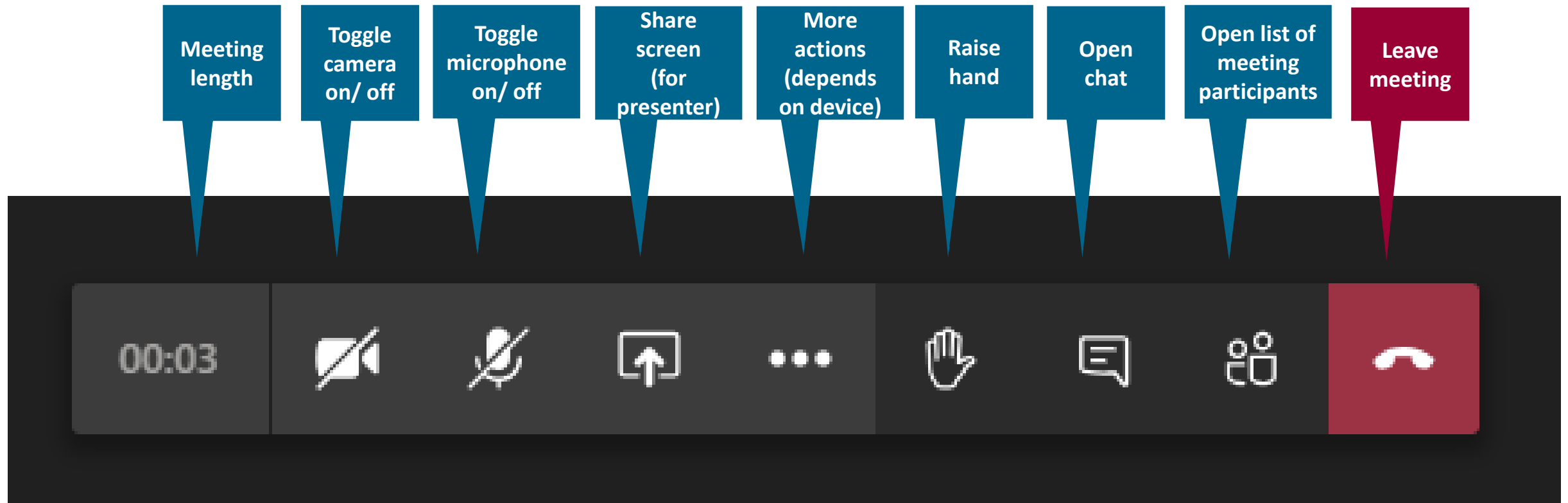
Tuesday 26 January 2021

11.30 am – 12.30 pm



How to join in today...

If joining via web or App on a laptop or pc, you should be able to use these controls. Please raise questions through the chat, or raise your hand



Supporting your staff during the Covid-19 pandemic: Managers in care settings


Rose Rolle-Rowan, Dr Carla Runchman, Dr Candy Stone, Madeleine Irish

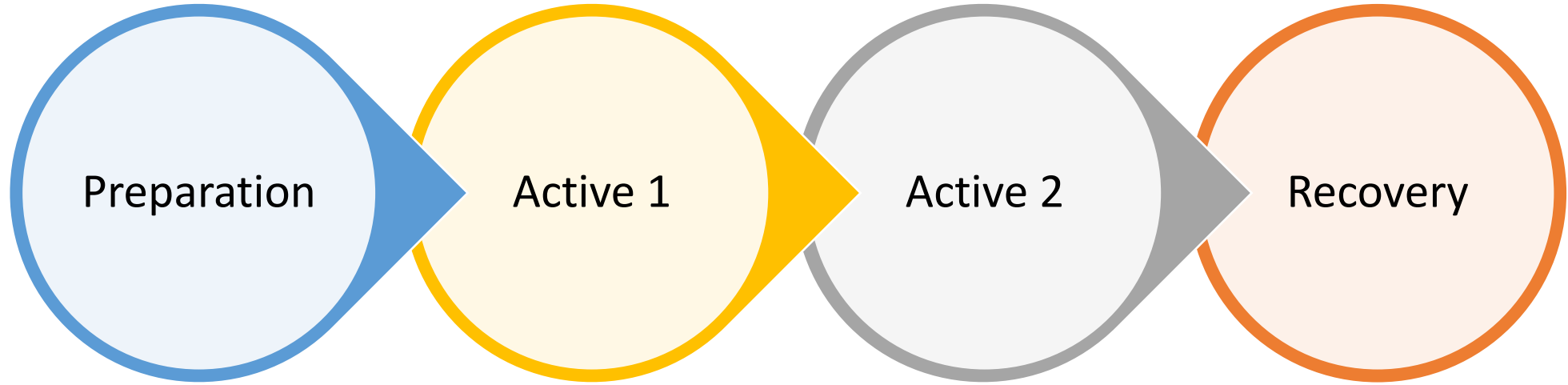
26th January 2021





Outline

- Phases of a pandemic
 - Risk of moral injury
 - Three steps – prevention, detection and support
 - Prevention: What you can do as a manager
 - Detection: How to know if your staff need more support
 - Support: Where to find it
- 

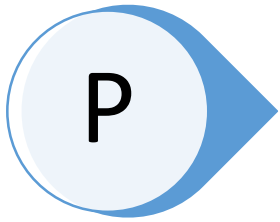


Anticipatory
anxiety

Heroics and
surge to
solution

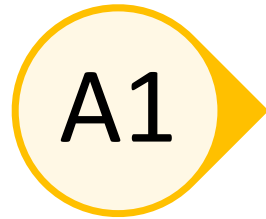
Disillusionment
and exhaustion

Recovery and
long-term
psychological
impacts



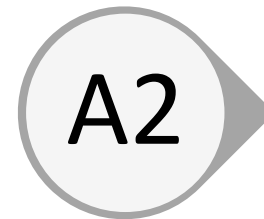
Anticipatory anxiety

- Planning in a rapid timeframe leading to anticipatory anxiety about the unknown.
- With limited time to plan, and limited input into the preparation phase, many staff may report not feeling 'prepared' for the outbreak.



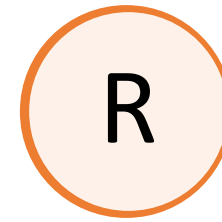
Heroics and surge to solution

- Sense of rising to a challenge.
- Staff may respond on instinct and are more prone to error.
- Frustrations and role confusion as people try to adapt quickly.
- Work-life tensions arise as family life also becomes unsettled.
- Focus on 'getting things done' which may lead to poor communication.



Disillusionment and exhaustion

- Staff are in 'full go mode' with high levels of adrenaline. They may then experience sudden exhaustion.
- They may neglect physical and psychological selfcare
- Staff may begin to feel emotionally disconnected from the work and may engage in avoidant or unhelpful coping.



Recovery and long-term psychological impacts

- Most staff will feel able to cope successfully using individual resources and social support.
- Many may be changed in a positive way.
- Some may have thoughts about what they 'should' have done differently and shame or guilt.
- Others may experience resentment.
- Certain staff may be at risk of chronic psychological difficulties.

Where are we now? Action phase, 2nd stage

- Period of highest psychological risk
- Disillusionment
- Exhaustion
- May neglect self-care
- Emotionally disconnected
- Engage in unhelpful and/or avoidant coping
- Cumulative effect of stress



Moral injuries in care staff

- Acts of commission
- Acts of omission
- Feeling betrayed

Three steps to reduce impact:



Prevention



Detection



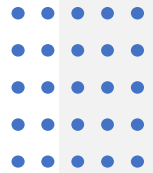
Support



Prevention: An overview



- Ensure everyone has the essentials
- Be available, visible and listen carefully
- Regularly check in with everyone and talk about their wellbeing
- Ensure supportive relationships e.g. buddy system
- Remember: PIES
- Look after yourself and practise self-compassion



The basics
become the
essentials

Food

Drink

Sleep

Rest

PPE

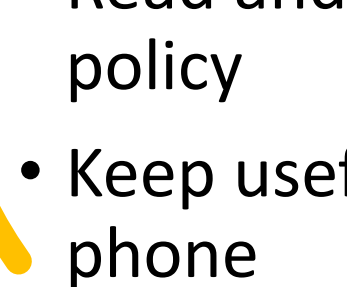
Training



Providing quality support in stressful circumstances

We recognise that managers are under a lot of pressure

Prepare beforehand:

- Think about where and when you are holding the conversation
 - Read and understand your organisation's stress/mental wellbeing policy
 - Keep useful contact details of support services to hand e.g. saved on phone
- 

Reflect on management style you use while providing one-to-one supervision

Directing Manager:

- Sets out what must be achieved and by when
- Tells someone what to do
- Provides solutions or options
- Directive - most input given by the manager

Coaching Manager:

- Explores issues without a pre-determined outcome in mind
- Reflects / facilitates thinking
- Helps someone to solve their own problems
- Non directive – most input contributed by the employee

Active Listening

Four key features:

Pay attention

Minimise phone/email distractions as much as possible
Mental de-clutter prior to conversation
Notice if “waiting to respond” – listening switches off

Show you’re listening

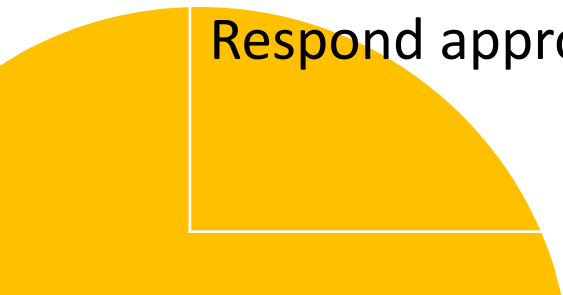
Nod, smile, some eye contact
Reflect back to check understanding and show you are listening “what I’m hearing is...”

Give them space to talk

Resist temptation to jump in with solutions or advice, even if this is what your team member is expecting
Try not to interrupt, allow time to think


Respond appropriately

Chance to show empathy for situation
Strike a balance between encouraging independent thinking and setting boundaries





Useful open questions

- How do you take care of yourself?
 - What is under your control in this situation?
 - What are you missing or needing?
 - What could you do? What could we do?
 - What would make the biggest difference?
- 

P. I. E. S.



Proximity

keeping people at work



Immediacy

'nip it in the bud'



Expectancy

reassuring staff



Simplicity

practical, real world-solutions

P. I. E. S.

Proximity:

- Keep them close to the team and those they know well
- Adjust their role within the team - so that they remain useful and having a purpose within the team. Regularly review how they are managing with these changes



P. I. E. S.

Immediacy:

- Respond quickly to those who need more support
- The right help at the right time is important

Expectancy:

- Key message to convey: things are going to be tough for a while longer but the expectation is that things will get better

P. I. E. S.

Simplicity:

- The first line of good psychological support is adequate PPE and safe staffing levels
- The basics – such as breaks, food, drinks, snacks, place to escape to – become the essentials
- Encouraging good self-care routines (e.g. good nights sleep - maybe using one of the free apps for the NHS; limiting exposure to the news, regular exercise) are important (we should not assume that everyone is following this guidance)



FACE Covid

This short film explains this technique, which has been used in teams nationally during the pandemic to help us cope and manage our stress levels during such uncertain times

[FACE COVID – How To Respond Effectively To The Corona Crisis - YouTube](#)

Drop anchor using FACE

- F Focus on what is in your control
- A Acknowledge thoughts and feelings
- C Come back into your body
- E Engage in what you're doing



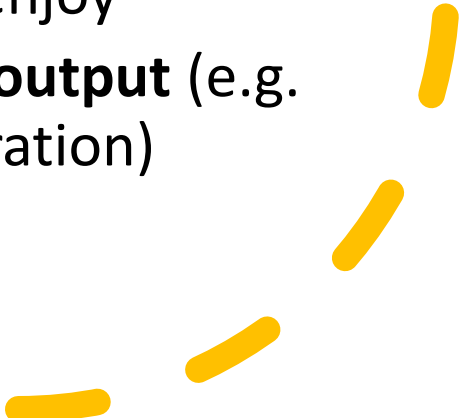
How to end your shift well

Going home
checklist

Buddy
system

Detection:

When to be
concerned
about a team
member

- Consider offering more support when:
 - A team member displays **intense** levels of emotions (“feels” very different from what you are seeing in other team members)
 - **Distress is impacting on daily functioning** e.g. their ability to carry out their role seems affected; their sleep and appetite is affected
 - The distress is **persistent**
 - A team member seems **withdrawn** and **loses interest in activities** they used to enjoy
 - You notice a **change in their work output** (e.g. drop in motivation levels, concentration)
- 

First steps in getting more support

- **If you are experiencing overwhelming stress, anxiety, tearfulness or low mood that is impairing your ability to function normally at work or home:**
- Contact your GP and be honest about how you are feeling.
- Tell your manager how you are feeling. Your organisation may have employee support services in place.
- Consider contacting Talking Space Plus. It's our local, confidential Oxford Health service for talking therapies. They have increased their capacity and are prioritising health and social care staff. You can currently expect to hear back for an assessment within a few days. You can refer yourself via phone 01865 901 222 or via the contact form on the website:
<https://www.oxfordhealth.nhs.uk/talkingspaceplus/>
- If you are having thoughts of harming yourself in any way please call 111 or 999. There are trained mental health professionals on these lines who can support you in an emergency.

More support

- Webinar (with OCC and OACP) that Carla and Candy facilitated on care staff wellbeing: <https://vimeo.com/439255154>
- Skills for Care advice line for Registered Managers open between 9.00 - 17.00 Monday to Friday. 0113 241 1260. RMAAdvice@skillsforcare.org.uk
- The Samaritans have launched a dedicated, confidential support line for those working in health and social care: *'If you need to process your experiences during the coronavirus crisis, our volunteers are there for you. That's whether you've had a tough day, are feeling worried or overwhelmed, or just have a lot on your mind. We listen without judgement, so you can talk to us about anything that's troubling you. And if you need any practical support or information about other services, such as debt advice or bereavement support, our volunteers can point you in the direction of other useful sources of support.'* Details here: [In health and care | Samaritans](#) phone number: 0800 069 6222
- Shout is the UK's first 24/7 text service, free on all major mobile networks, for anyone in crisis anytime, anywhere. It's a place to go if you're struggling to cope and you need immediate help. Text shout to 85258
- CRUSE bereavement support 0808 808 1677

More resources

- [DHSC Care app](#) - free to download onto your phone - gives quick and easy access to:
 - [Samaritans](#), Cruse Bereavement Care helpline (0808 808 1677), and Shout, a 24/7 text support service (text FRONTLINE to 85258)
 - Free access to Silvercloud, Daylight and Sleepio apps, using cognitive behavioural techniques to manage anxiety and sleep issues
- Click e-learning Coaching, Mentoring and challenging conversations ([free for all OCC providers](#)), look at some of the key behaviours, skills and techniques used by coaches so that you can apply these to your daily working practice.
- Skills for Care module [Learning from Events](#), how to bring people together for a learning review to holistically explore an adverse event

References:

- British Psychological Society (2020). **The Psychological Needs of Healthcare staff as a result of the Coronavirus Pandemic.** Guidance document.
- [FACE COVID – How To Respond Effectively To The Corona Crisis – YouTube](#)
- [Going home checklist – Our NHS People](#)
- NHS Horizons (2020). **The Health and Wellbeing of our NHS People during the Covid-19 response.** Webinar
- [Moral injury in healthcare workers \(themdu.com\)](#)



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Recording has ended

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