



Mersey Care
NHS Foundation Trust

Community and Mental Health Services

PACE YOURSELF, AND YOUR TEAM

APRIL 2020

The following checklist is to help you, as leaders, create the safest environment for your teams during this period of uncertainty and complexity. Our personal resilience and effectiveness rely on us feeling supported and psychologically safe. Psychological safety is present when colleagues trust and respect each other and feel able, even obligated, to be honest.

Effective leadership in this time of emergency is critical in any team. There can be a pull to get involved in operational delivery alongside the team, but this can lead to the team becoming uncoordinated, work being duplicated or confused; adding additional risk at time of greatest risk. Prioritise your role as a leader: time spent caring for and supporting your team will directly impact upon their resilience and effectiveness. The leadership role includes providing strategic direction, ensuring operational management arrangement in place, gathering and analysing data, making decisions so service is safe and consistent, providing clarity and support to staff, and importantly deploy the team effectively against shifting priorities and an rapidly changing landscape.

The following is based on the work of Amy Edmondson *'The Fearless Organisation'* and is designed to prompt your conversations with your team members.

THE LEADER'S TOOL KIT FOR BUILDING PSYCHOLOGICAL SAFETY

	Setting the Stage	Inviting Participation	Responding Productively
Leadership Tasks	<p>Frame the Work</p> <ul style="list-style-type: none"> • Set expectations about uncertainty, failure and interdependence to clarify the need for voice <p>Emphasise Purpose</p> <ul style="list-style-type: none"> • Identify what's at stake, why it matters, and for whom it matters 	<p>Demonstrate Situational Humility</p> <ul style="list-style-type: none"> • Acknowledge gaps <p>Practice Inquiry</p> <ul style="list-style-type: none"> • Ask good questions • Model intense listening <p>Set Up Structures and Processes</p> <ul style="list-style-type: none"> • Create forums for input • Provide guidelines for discussion 	<p>Express Appreciation</p> <ul style="list-style-type: none"> • Listen • Acknowledge and thank <p>Destigmatize Failure</p> <ul style="list-style-type: none"> • Look forward • Offer help • Discuss, consider, and brainstorm next steps <p>Sanction Clear Violations</p>
Actions	Give your team a sense	Be present with team;	Show and explain



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<p>of purpose; make sure they're clear about how they're supporting COVID-19 and why what they are doing is important</p> <p>Explain decision making and give instruction, while offering meaning, rationale and purpose to what you are asking people to do</p> <p>Provide clarity and focus where possible; help your team to understand what they should prioritise.</p> <p>Set up meetings real or virtual to ensure the team can be updated with purpose and progress</p>	<p>check in and listen regularly to your team members</p> <p>Acknowledge the complexity, difficulty and challenge of the situation and unprecedented circumstances; understand/empathise stress and anxiety</p> <p>Model fallibility, no one has all of the answers and we are all learning how to navigate these circumstances. By sharing your own anxieties and concerns with your team, they will feel connected to you and know that it's safe to do the same: "I don't know"</p> <p>Invite sharing and ideas; people need to feel autonomy and control; give voice and influence over decisions which affect care and environment.</p>	<p>intention to help. Look out for each other in practical and compassionate ways, 'here I made you a drink' 'do you need a breather?'</p> <p>Provide a space for every team member to feel heard and seen; everyone needs to feel connected.</p> <p>Create sense of connection and belonging and support to help people cope with being frightened/overwhelmed</p> <p>Staff want to deliver high quality care, ensure competence and skills, breaks and manageable workloads for sustainability</p> <p>Say thank you; it's vitally important that your team feel appreciated for their contribution, make it personal and genuine.</p>
<p>Asks</p> <ul style="list-style-type: none"> • What are the situations and choices that we are facing? • Are you clear about our and your 	<ul style="list-style-type: none"> • How can I help you? • What's the most helpful way for me to communicate with you? • Do you have the 	<ul style="list-style-type: none"> • What went well? What did we achieve? • What didn't go as expected? • What lessons have



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<p>priorities right now?</p> <ul style="list-style-type: none"> • What challenging situations have we faced in the past (individually, and as a team) that will help us to deal with the challenges we are now facing? • What skills and training do we have, individually and collectively, to help us to manage? 	<p>resources that you need?</p> <ul style="list-style-type: none"> • Who else can help us? • How are you looking after yourself during this time? • What support do you have at home? • How will I know if you're not ok? • What would make the most difference to our team right now? • What action can be taken to address these challenges? 	<p>we learned?</p> <ul style="list-style-type: none"> • What does this mean for our future planning? • How do we give thanks? (each other and those outside our team who helped us) • What routines or processes could we set up to help us to manage better going forwards? • What can we celebrate as we move forward?
<p>Accomplishments</p> <p>Shared expectations and meaning</p>	<p>Confidence that voice is welcome</p>	<p>Orientation toward continuous learning</p>

Source: *The Fearless Organization*



YOUR TEAM PLANNER

This template has been designed to help you map your team priorities, risk and temporary deputy arrangements in a simple and effective way. To work effectively in current pressures it is essential that your team has a clear focus on what they should be prioritising short term. These priorities should be clear and understood by everyone so that each team member has a clear sense of purpose.

In order to sustain your team's effectiveness during this period it is also essential to consider the risk of individuals being absent from work and who would deputise for them, to ensure continuity of support. It is possible that several members of your team may be off at the same time and having these clear plans in place will help you to ensure the safety and resilience of those remaining.

Team Name	Our Team Priorities				
	<ul style="list-style-type: none"> • xxx • xxx 				
Team member (name and role)	e.g. Joe Bloggs				
Short term priorities	Support phone calls into team and ordering stock				
Possible vulnerabilities	Has childcare responsibilities and a partner who is shielding				
Deputy in case of absence	Mary Brown				