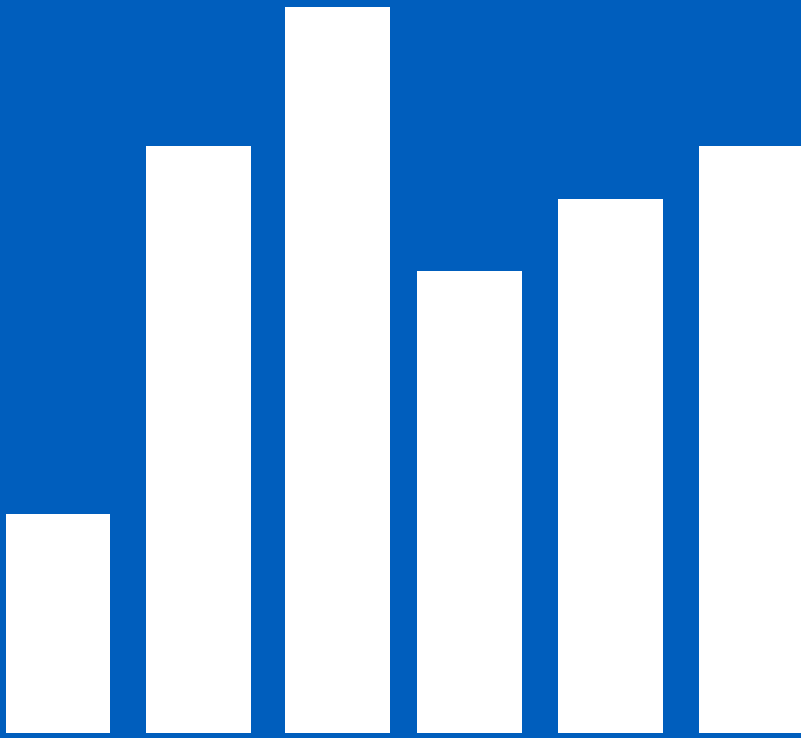# HAPPIER WORKING LIVES
NATIONAL PROGRAMME

CREATING HAPPIER, HEALTHIER AND MORE PRODUCTIVE TEAMS ACROSS THE NHS

NHS Elect

WHAT'S INSIDE

What is Happier Working Lives?
How does it work?
What does it achieve?

According to research by the Healthcare Workers' Foundation, 73% of NHS staff have considered leaving the NHS in the last 12 months. Over 30% of staff feel they are likely to leave in the next 12 months, which would cost more than £20billion in training costs alone. The top three priorities for staff were job satisfaction, their work environment, and pay.

WHAT IS HAPPIER WORKING LIVES?

Over the past few years, healthcare professionals have been pushed to their limits and we face an epidemic of burnout amongst our teams.

To help reverse this worrying trend, NHS Elect is working with teams from across the NHS to develop solutions that will help them thrive, not just survive. The Happier Working Lives programme builds on the Institute for Healthcare Improvement's Joy at Work framework and reflects the challenges we all now face.

Over the programme, members of a number of teams from the NHS Elect membership will come together to understand what gets in the way of them thriving and explore what could be done to improve teamwork, camaraderie, psychological safety and wellness.

Whilst some people may believe that focusing on happiness in healthcare is inappropriate or unrealistic given the pressures staff continue to face, this focus is important for many reasons:

- Staff who enjoy work give more empathetic and effective care. A focus on what lights them up rather than what they don't have enables the improvement process to be more positive and effective.
- Staff have a regular opportunity to impact profoundly on the lives of others, and a focus on joy allows staff to reconnect with the meaning and purpose of their role.
- Being part of a supportive and happy team means staff are more likely to stay. It also helps improve team resilience and allows staff to achieve a better work-life balance.

HOW DOES IT WORK?

The Happier Working Lives programme is comprised of five three-hour online workshops. In between each workshop, teams will be supported by an experienced QI coach to help them excel.

Over five months, teams will learn to apply a proven quality improvement framework and explore how they can improve team working, wellness, camaraderie, psychological safety, and ultimately happiness in work.

We will explore "what matters to you?" to understand where things could improve. Through some simple measurement approaches we will continually review what makes for a mostly good or mostly bad day, looking to find things that will make a difference to our team.
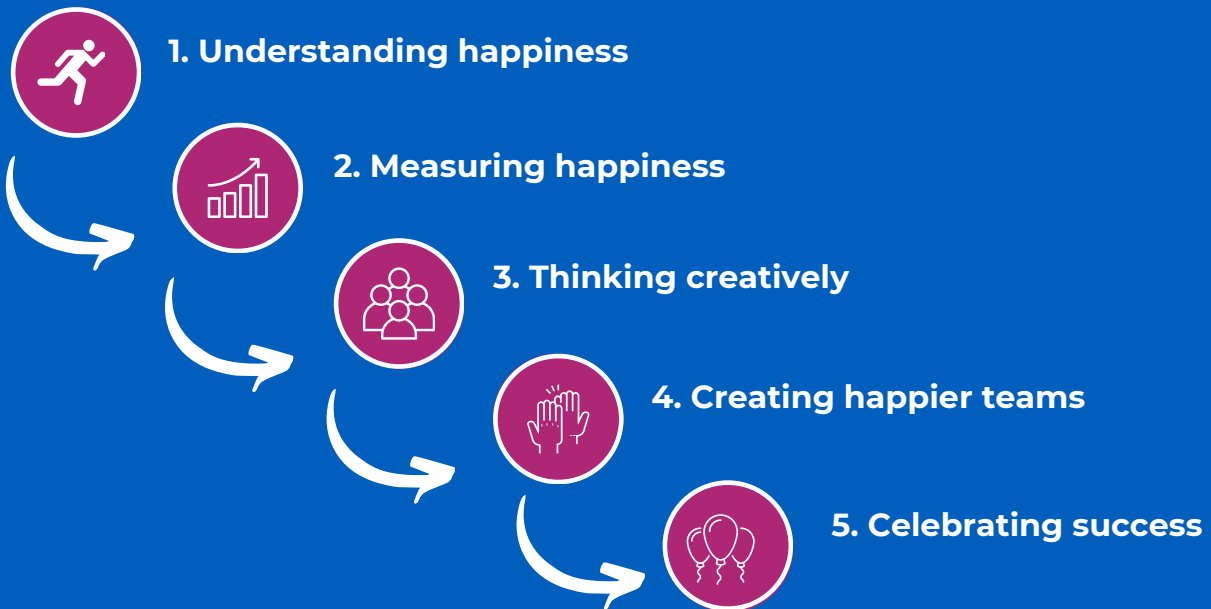
We will identify and test changes that can be made and measure impact to improve safety, camaraderie and other outcomes ultimately leading to increased joy in work. There isn't one quick fix to increase happiness and we will have to work to understand what will (and won't) work for each team.

WHAT TEAMS WILL LEARN

After completing this course, teams will be able to:

- Recognise the value of increasing happiness in work
- Discuss key leadership behaviors that raise staff engagement and increase happiness
- Discuss happiness in work using a "what matters to you" framing
- Identify how behaviours that increase happiness in work improve patient safety and other outcomes
- Identify and test at least two changes that will lead to greater happiness in work
- Identify at least two measures that can be used to determine if happiness in work is increasing.

1. Understanding happiness

2. Measuring happiness

3. Thinking creatively

4. Creating happier teams

5. Celebrating success

A 5-PART PROGRAMME

The third cohort of the programme is comprised of five three-hour online workshops. In between each workshop, each team will be supported by an experienced QI coach to help them excel.

1 **Understanding happiness**
Introducing the programme. Getting ready for "What Matters To You (WMTY)" conversations and introducing measuring for improvement. Forming the team and getting started.

2 **Measuring happiness**
Collecting and analysing data along with WMTY conversations to inform next steps. Introducing two questionnaires to measure baseline team experience.

3 **Thinking creatively**
Exploring what the data is telling us. Working creatively to come up with ideas for improvement. Getting ready to undertake small scale tests of change (PDSAs).

4 **Creating happier teams**
Collating common themes and exploring ideas from what has worked elsewhere. Examining the key components of psychological safety in teams. Learning how to engage effectively and influence others to ensure success.

5 **Celebrating success**
A chance for us to reflect on the programme. What have we learnt about ourselves and our team? What difference have we made?

WHAT DOES IT ACHIEVE?

Every team and department is different so this is certainly not a one size fits all approach. Each team will work together to identify the improvements that suit them. Often some simple ideas can make a big difference.

Improvements and changes from other programmes have included:

- Changing the way teams work so that they are able to spend more quality time together
- Introducing new support mechanisms so staff feel more comfortable and confident at work
- Creating more opportunities to discuss issues and receive feedback to help improve practice
- Developing new initiatives that impact positively on staff wellbeing
- Implementing more efficient processes that make life easier for staff
- Introducing facilities that enable staff to eat, drink and rest more comfortably

NHS ELECT TOKENS

Participation of one team in the Happier Working Lives programme 'costs' 8 tokens out of the allocation your organisation receives as part of its NHS Elect membership. Approval from the NHS Elect account lead will be needed to participate.

FIND OUT MORE

If you would like to find out more about how the programme will work for your team please email Claire Butler-Brown at **claire@nhselect.org.uk**.