

# HAPPIER WORKING LIVES IN-HOUSE PROGRAMME

CREATING HAPPIER, HEALTHIER AND MORE  
PRODUCTIVE TEAMS ACROSS THE NHS

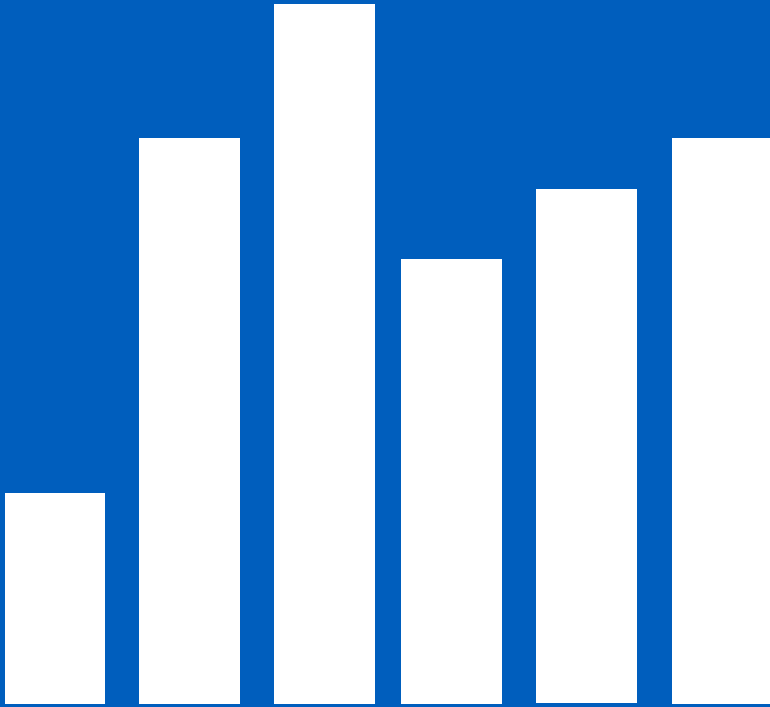
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## WHAT'S INSIDE

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



## THE NEED

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 THE HAPPIER WORKING LIVES PROGRAMME?

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**Over the past few years, healthcare staff 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 across the NHS, using a quality improvement approach, 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.

Throughout the programme, teams within your organisation will come together to learn 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?

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*"This has been the most popular quality improvement programme we have ever run."*

**Dr Sarah Williams, Director of Research and Improvement, Solent NHS Trust**

**Over 3-6 months, staff from up to eight teams in your organisation will participate in three whole-day workshops, or five half-day sessions online.**

The team members will be supported by two experienced facilitators throughout the programme, and they will have access to a personalised online resource library that helps consolidate their learning. As well as sharing a wide range of important information, each session is packed with high-energy activities to keep participants fully engaged and enjoying their time together..

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**The programme costs 24 tokens per cohort.** This includes all workshops for up to eight teams, facilitator travel and subsistence, digital templates and other resources, prizes and other giveaways, and ad hoc support from our facilitators when needed.

## KEY INFORMATION

**A team-based approach:** Happier working lives brings teams of people together to work, learn, and bond, rather than individuals.

**A focus on shared learning:** Each participating team is made up of 4-6 people who represent their wider team. Throughout the programme they are encouraged to engage with their colleagues to share learning and implement improvements.

**Multiple teams in one place:** We can accommodate up to eight different teams on each programme, with lots of shared learning throughout.

**Work in between sessions:** To maximise the impact of the programme, teams will be required to implement some of their learning in between each session.





## Workshop 1: Diagnosing the issues



## Workshop 2: Solving problems effectively



## Workshop 3: Sustaining improvements

# A 3-PART PROGRAMME

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**The programme is made up of three one-day workshops, or five half-day sessions online. Teams will be required to implement some of their learning in between each session.**

## 1 Diagnosing the issues

The programme begins with an introduction to the Model for Improvement, which will underpin the improvement journey of your teams. They will then learn the importance of happiness at work, before exploring “what matters to you?” with colleagues to understand where things could improve. Next, they will use some simple measurement approaches to continually review what makes for a mostly good or mostly bad day, looking to find things that will make a difference to their wider team.

## 2 Solving problems effectively

On day two, teams will use the CIA approach to explore the issues they can control, influence or need to adapt to. They will then start identifying changes that could make a difference and learn techniques to help them think more creatively, before finding out how to carry out small scale tests of change (PDSAs).

## 3 Sustaining improvement

On the final day, participants will start by sharing learning with one another. They will then use the 15 seconds, 30 minutes approach to identify quick and easy ways to improve their working environment. They will also explore what is needed to sustain the improvements they have made, before playing Who Wants to Be a Millionaire to consolidate all their learning.

**The programme will also cover: Psychological safety, civility saves lives, communication skills, Maslow's hierarchy of needs, driver diagrams, pitching and lots more.**



# WHAT DOES IT ACHIEVE?

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**Every team and department is different so this is not a one size fits all approach. Your teams 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

## FIND OUT MORE

If you would like to find out more about how the programme will work for you and your teams, please email us at [info@nhselect.org.uk](mailto:info@nhselect.org.uk).

## JOIN OUR NATIONAL PROGRAMME

We also run a national Happier Working Lives programme, bringing together teams from across the country to increase happiness. Please email [info@nhselect.org.uk](mailto:info@nhselect.org.uk) to find out more.