

Building Personal & Team Resilience

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Ultimate Resilience: About us

Clinical & training experience

Psychological perspectives

Organisational change

Building staff wellbeing & resilience since 2013

Public, private & charitable sectors



What we will cover

- What is resilience
- Supporting trainees to develop personal resilience
- Building trainee competence to promote team resilience & wellbeing



***What is
resilience?***





Breakout group discussion

What is resilience?

Discuss any ideas you already have about what resilience is





Definition of resilience

OED: 'Able to withstand or recover quickly from difficult conditions'

In psychology debates about the definition of resilience reflect its multi-faceted & multi-dimensional nature:

- Personality trait (Connor & Davidson, 2003)
- Process of adaptation (Windle, 2011)
- Protective factor inoculating against future challenge (Rutter, 1987)
- Promotive factor moderating effect of exposure to risk (Rutter, 1987)
- Coping mechanism (Lee & Cranford, 2008)
- An outcome of successful coping with threat (Masten, 2001)
- Dynamic process of positive adaptation to adversity (Luthar et al., 2000)

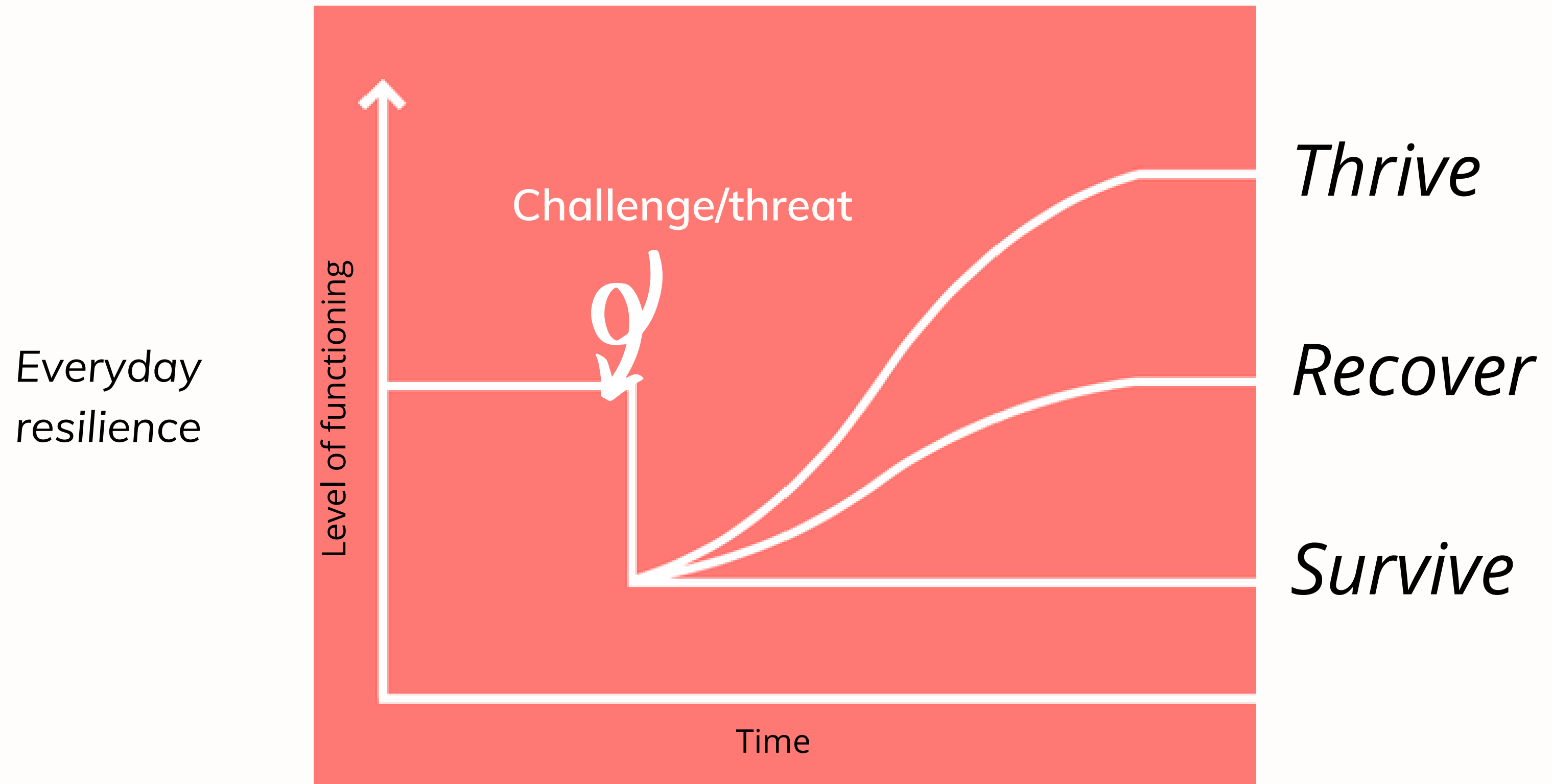
Criticisms of resilience research

Lack of consistent definition - comparison and evaluation of resilience training approaches is difficult

Many training approaches lack theoretical basis - incomplete or piecemeal strategies based on only some aspects of the literature



Resilience is dynamic



What the research tells us about resilient people

Experience stress reactions just like the rest of us

Use resilience skills to bounce back quickly by:

- managing their emotions
- growing positivity
- thinking more flexibly
- worrying less

Are less likely to experience chronic stress





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The Skills-based Model of Personal Resilience

Content:

- Build self-awareness
- Understand stress
- Learn resilience skills

3 key modules

- Emotional resilience
- Resilient thinking
- Balance & recovery

Process:

- Interactive workshops & coaching
- Action plans
- Follow-up support

Emotional resilience

Emotion regulation

Emotional Strengths: Positive emotions

Emotional Strengths: Social connection



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J Occup Organ Psychol. <https://doi.org/10.1111/joop.12340>



Positive emotions are essential for resilience

Fredrickson et al., 2003 found people reporting higher levels of positive emotions in the wake of 9/11

- Experienced better adjustment afterwards
- Less likely to experience depression or anxiety
- More likely to experience growth in psychological resources
- Felt more connected to friends, family & community
- Experienced more positive emotions, gratitude, interest in the unfolding events



THE SCIENCE OF
HAPPINESS

Research on gratitude

Seligman, Steen, Park &
Peterson (2005)

Positive emotions are:

adaptive responses to feeling calm,
safe, content





The 10 most common positive emotions

Love
Gratitude
Interest
Pride
Inspiration
Joy
Serenity
Hope
Awe
Amusement

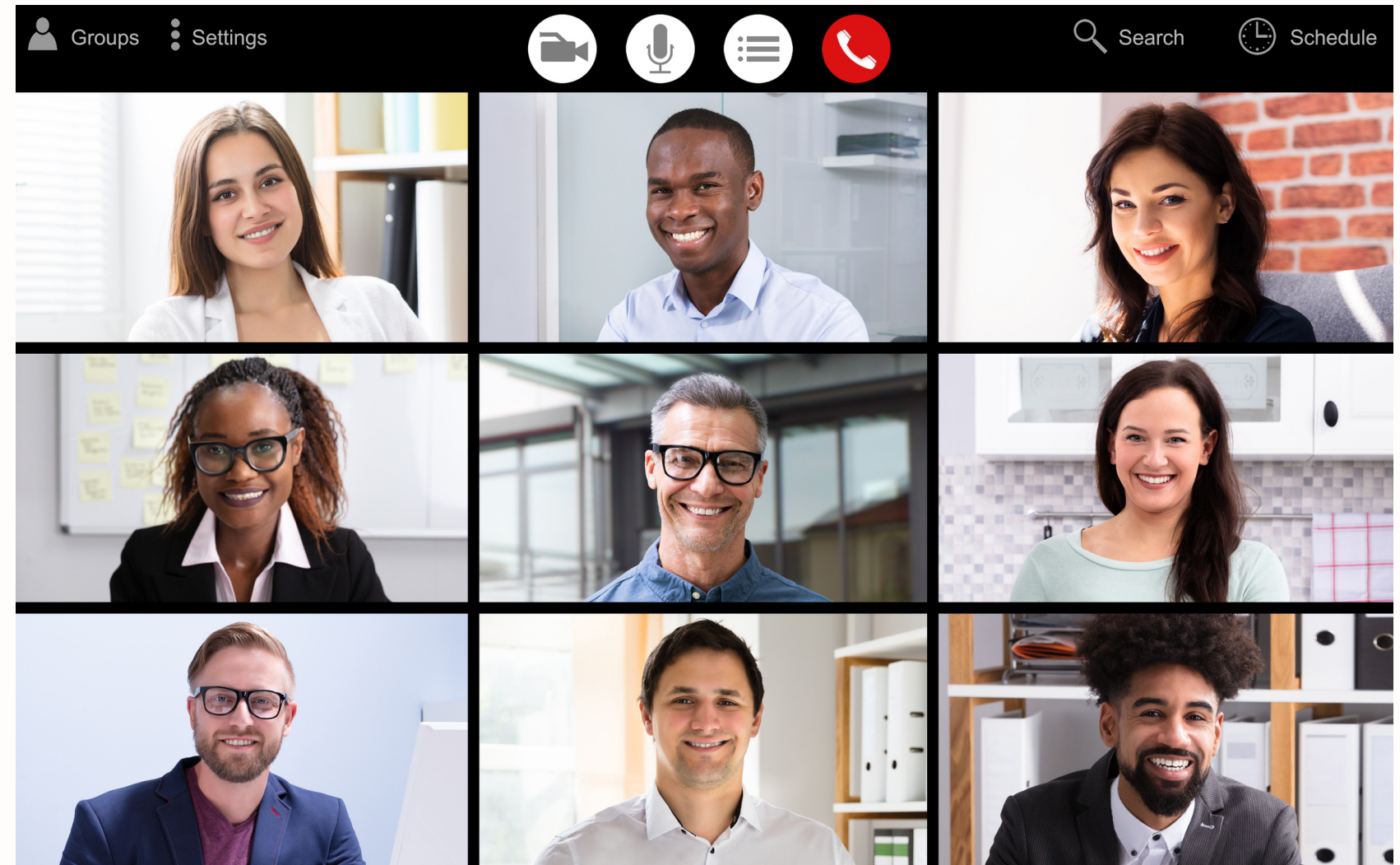


Breakout group discussion

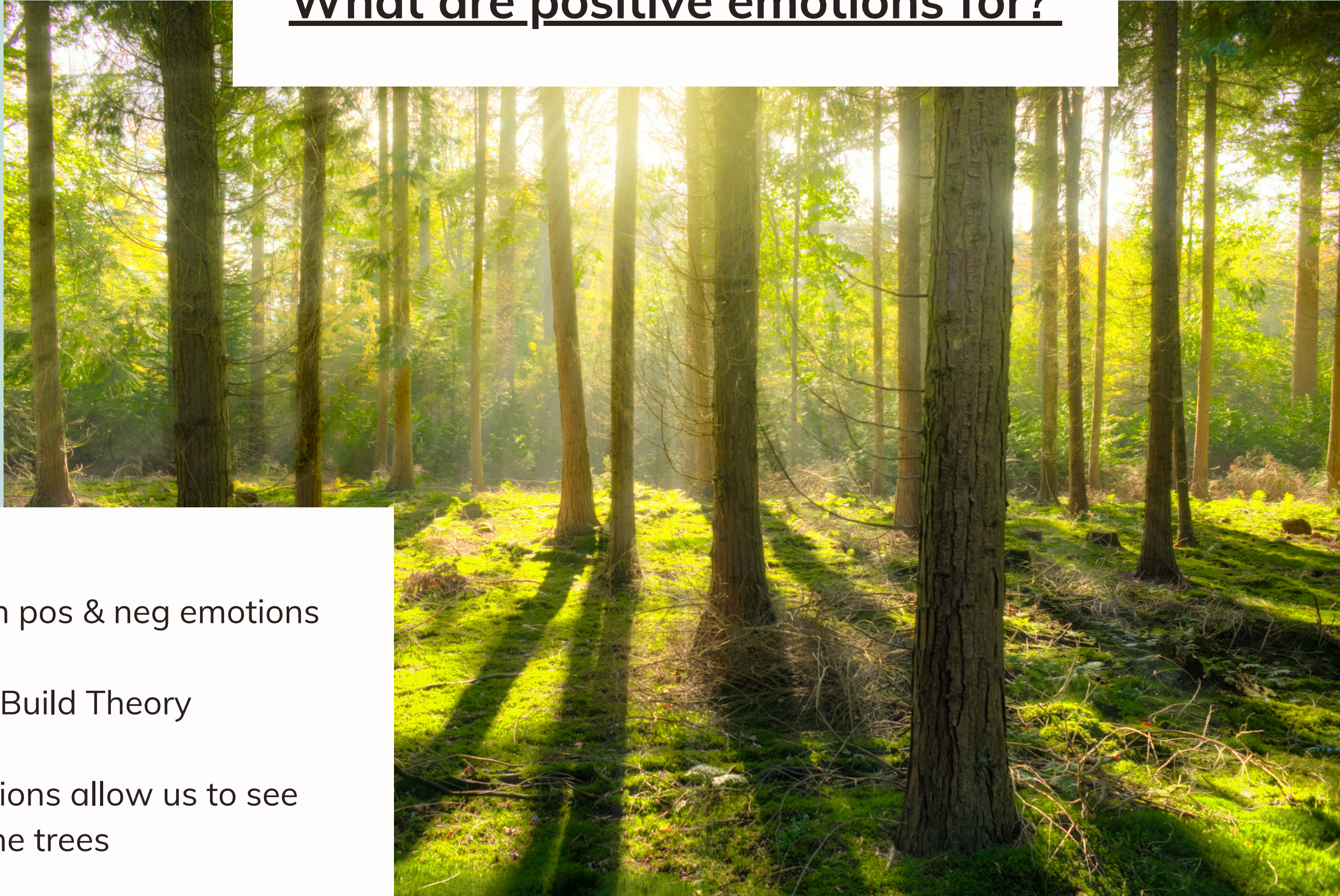
Positive emotions

Take turns to share a recent experience of a positive emotion.

- How did it make you feel to talk about it?
- How did you feel when you listened to someone else's experience?



What are positive emotions for?



We need both pos & neg emotions

Broaden and Build Theory

Positive emotions allow us to see
the wood & the trees

How to grow positive emotions



01

Notice positive emotion: keep a diary, write down 3 good things each day & take time to savour positive experiences

02

Turn positive emotions on by celebrating what's right & find positive meaning

03

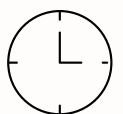
Use your strengths in novel ways

04

Open your mind: connect with the present moment, be absorbed, do things differently

05

Connect with others



Supporting trainees to build personal resilience



Mental health of psychological professionals

BPS paper: Building a caring work culture (2021)

- Wellbeing of psychological workforce is a concern
- Annual members surveys highlighted impaired wellbeing of psychological practitioners increasing year on year
- Psychological practitioners showed higher than average levels of burnout, poorer wellbeing & self-care (Summers et al, 2020)

The paper:

- Identifies key factors involved in psychological practitioner's wellbeing
- Offers guidance & strategies to engender change

Research on trainee clinical psychologists' stress levels

Trainee clinical psychologists are vulnerable to high levels of stress (Pakenham & Stafford-Brown (2012)

75% of CPT's reported that were moderately, or very, stressed as a result of the course (Cushway, 1992).

25% - 41% of participants report self-esteem problems, work adjustment problems, depression and anxiety (Kuyken et al., 1998, 2000; Brooks et al., 2002)

Trainee & assistant psychologists report lower than average levels of wellbeing (Summers et al., 2020)



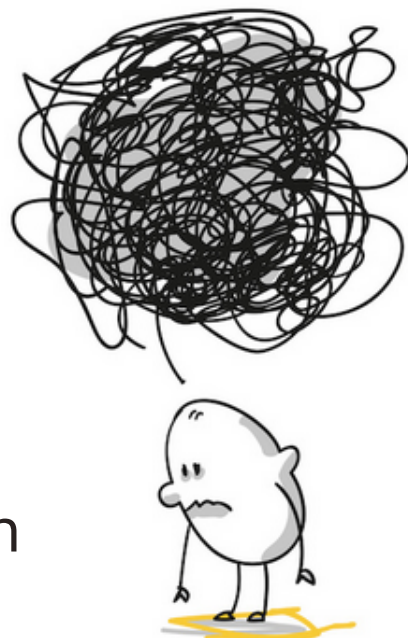


Sources of stress for trainees

- Multiple demands (in and out of training)
- High levels of threat and challenge
- Persistent scrutiny and evaluation
- Expectation to hit the ground running
- Imposter syndrome
- Stigma - conspiracy of silence

Unhelpful coping can be a barrier to accessing support

Rumination



Avoidance



Armouring up



Armouring up

Self-protection with unintended consequences



01 Perfectionism & overcontrol

02 Over-focus on the negative

03 Cynicism & sarcasm

04 Being a knower or being right

05 Emotional containment



Managing stress & the emotional impact of the work

PPD requirement

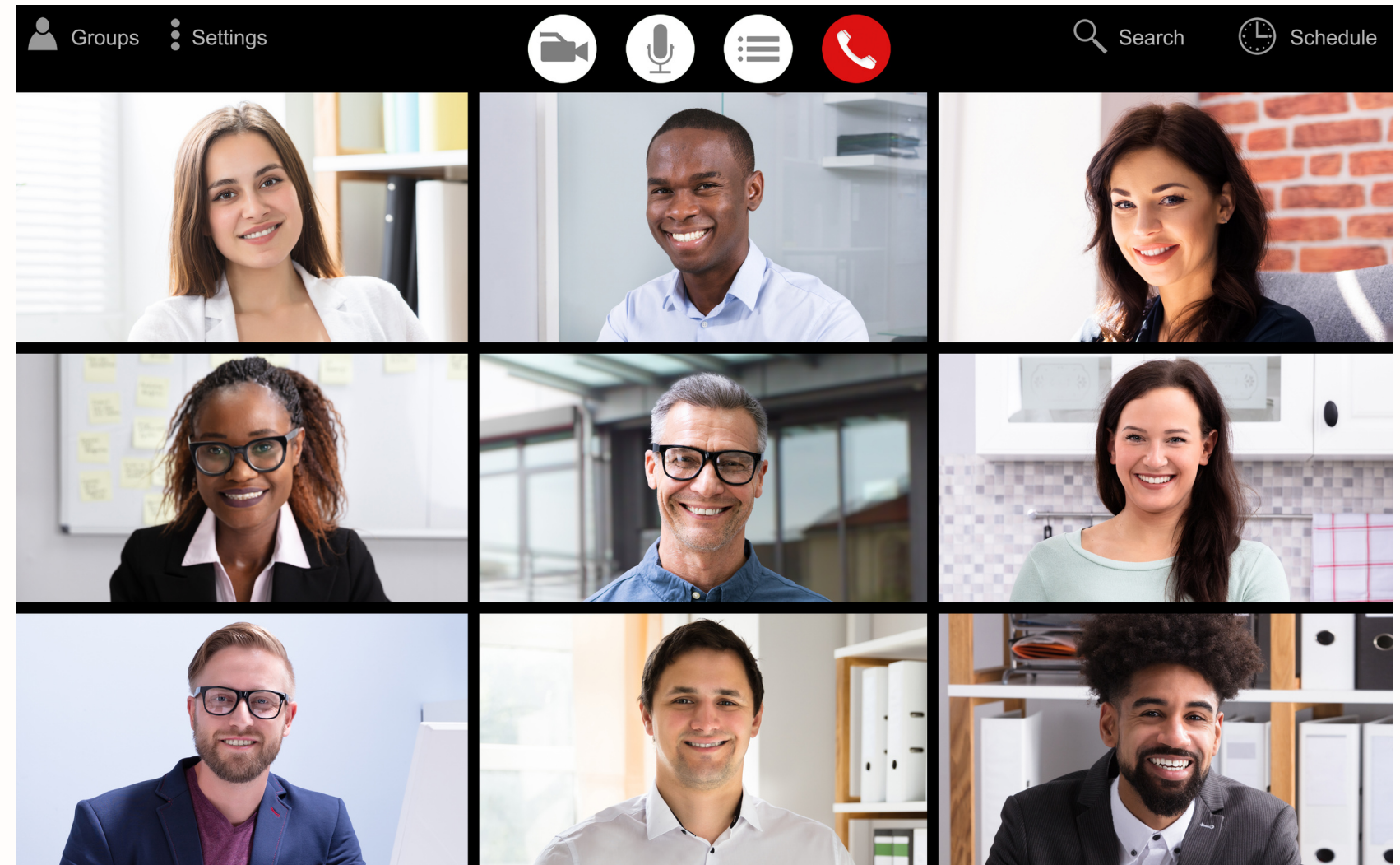
Supervisors have an important role in supporting trainees (Jones & Thompson, 2017)



Breakout group discussion

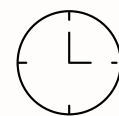
Developing trainee skills to build personal resilience

1. Discuss strategies you have used to help trainees manage stress & build personal resilience
2. Ideas to take forward based on today's training
3. What will facilitate action



What trainees say helps:

- Regular space in supervision to discuss stress - 'stressometer'
- Create space for self-care
- Find creative ways to respond to the limits Covid has placed on time with supervisor
- Normalise 'imposter syndrome'
- Informal contact with supervisor particularly initially



Team stress & resilience

What we will cover

- Stress in NHS teams
- What contributes to team resilience
- What trainees can do to support team resilience
- How this fits with trainee core competencies

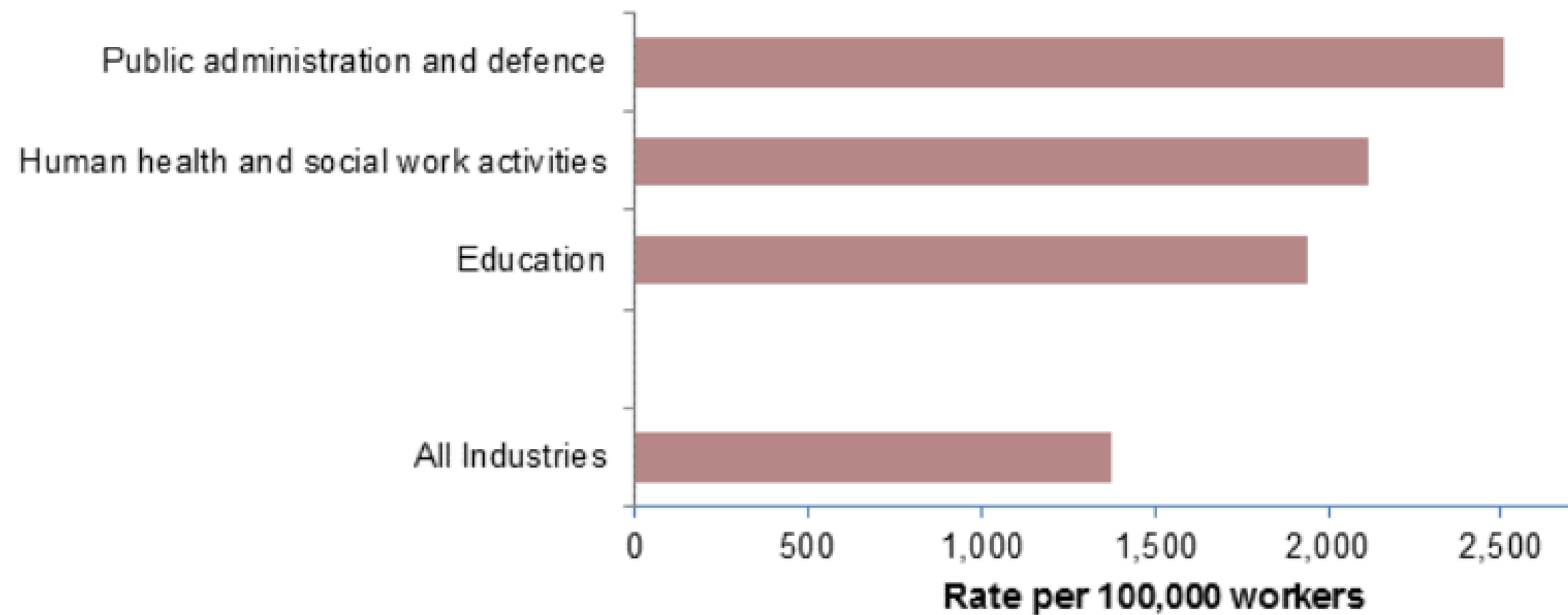


Workplace stress

- 0.6m sufferers
- 44% of all ill-health cases
- 12.8m working days lost
- 54% of all working days lost due to ill health

Health & Safety at work: Stress, anxiety and depression statistics 2019

Industries with higher than average rates of stress, depression or anxiety, averaged 2016/17- 2018/19



NHS Health & Wellbeing Framework (2019)

Providing support to staff in a structured manner is a requirement of the NHS Constitution and a recommendation of the Thriving at Work review (2017)

The NHS Health & Wellbeing Framework:

- Standards for NHS organisations to support staff health and wellbeing:
- Organisational enablers - leadership, data & communication, healthy work environment
- Interventions - prevention & self-management, targeted support



NHS Health & Wellbeing Survey 2020

National NHS Staff Survey 2020



What is this survey and why are we asking you to complete it?

This is an independent survey of your experience of working in your organisation. The NHS has never before experienced a year like this one, working through the Covid-19 pandemic and we want to understand the impact this has had on our staff and to gather information that will help to improve the working lives of staff in the NHS and to provide better care for patients.

Your organisation will be able to use the results of the survey to improve local working conditions and practices and to increase involvement and engagement with staff. Other organisations, including NHS commissioners, the Care Quality Commission, the Department of Health and Social Care, and NHS England and NHS Improvement, will make use of the results.

Please complete the survey for your current job, or the job you do most of the time. If you work across two or more employers in the NHS, please answer in relation to the organisation that pays your salary. Please read each question carefully, but give your immediate

The survey is being conducted by Contractor Name and the NHS Staff Survey Coordination Centre on behalf of your organisation and NHS England and NHS Improvement, in partnership with trade unions.

The survey findings will be analysed by Contractor Name and the NHS Staff Survey Coordination Centre and the results will be presented in a summary report in which no individual, or their responses, can be identified.

Please return this questionnaire, in the envelope provided, to:

Contractor Name
Address 1

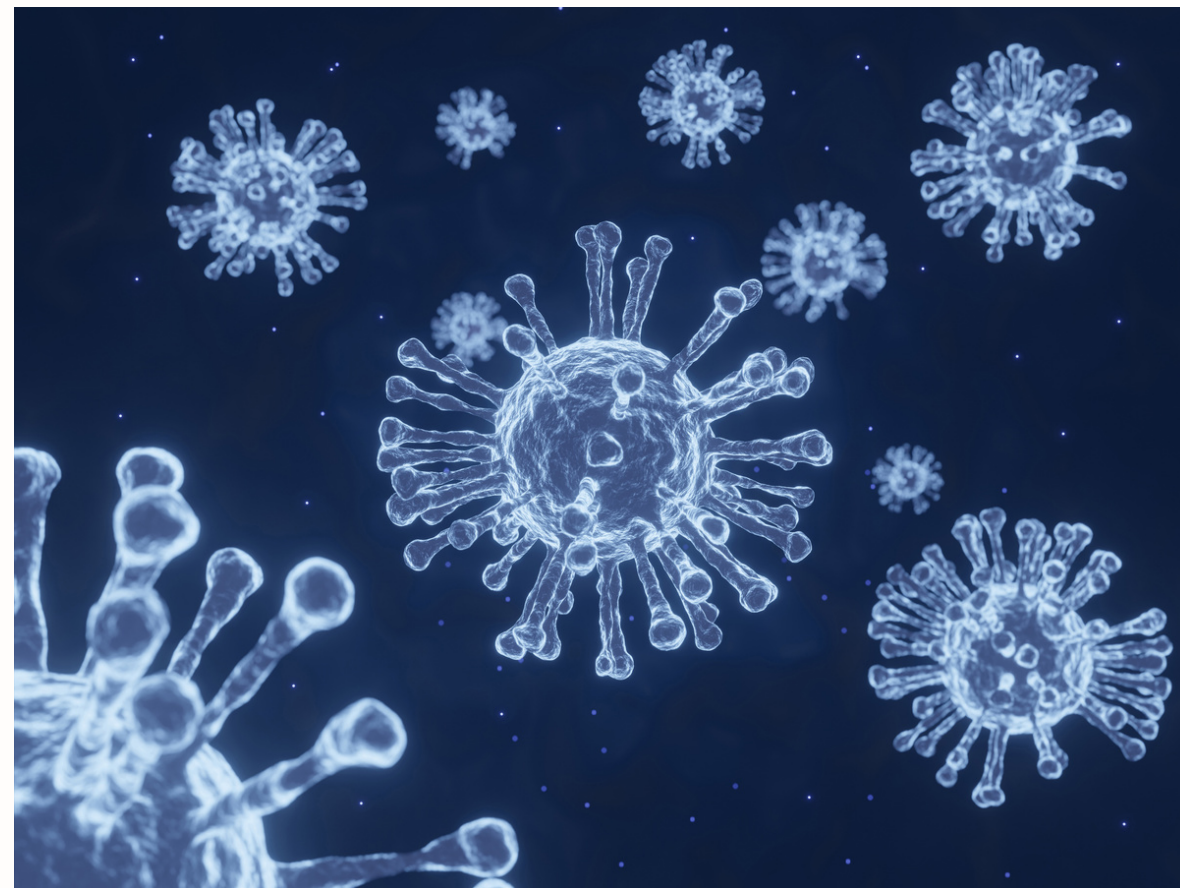
- 47% response rate (n=595,270)
- 44% reported feeling unwell due to work-related stress in the last 12 months
- 55.2% worked additional unpaid hours on a weekly basis
- 26.5% often think about leaving their organisation

Sources of stress include:

- relationships
- lack of control or choice over how they work or changes at work
- workloads due to understaffing
- lack of resources to do their work
- conflicting demands

Challenges of Covid-19

Loss & bereavement
Heightened health risks
Social isolation & limited social support
Role uncertainty & job insecurity
Ongoing change
Multiple demands



Impact on mental health

Research on 2025 people from March 2020 showed:

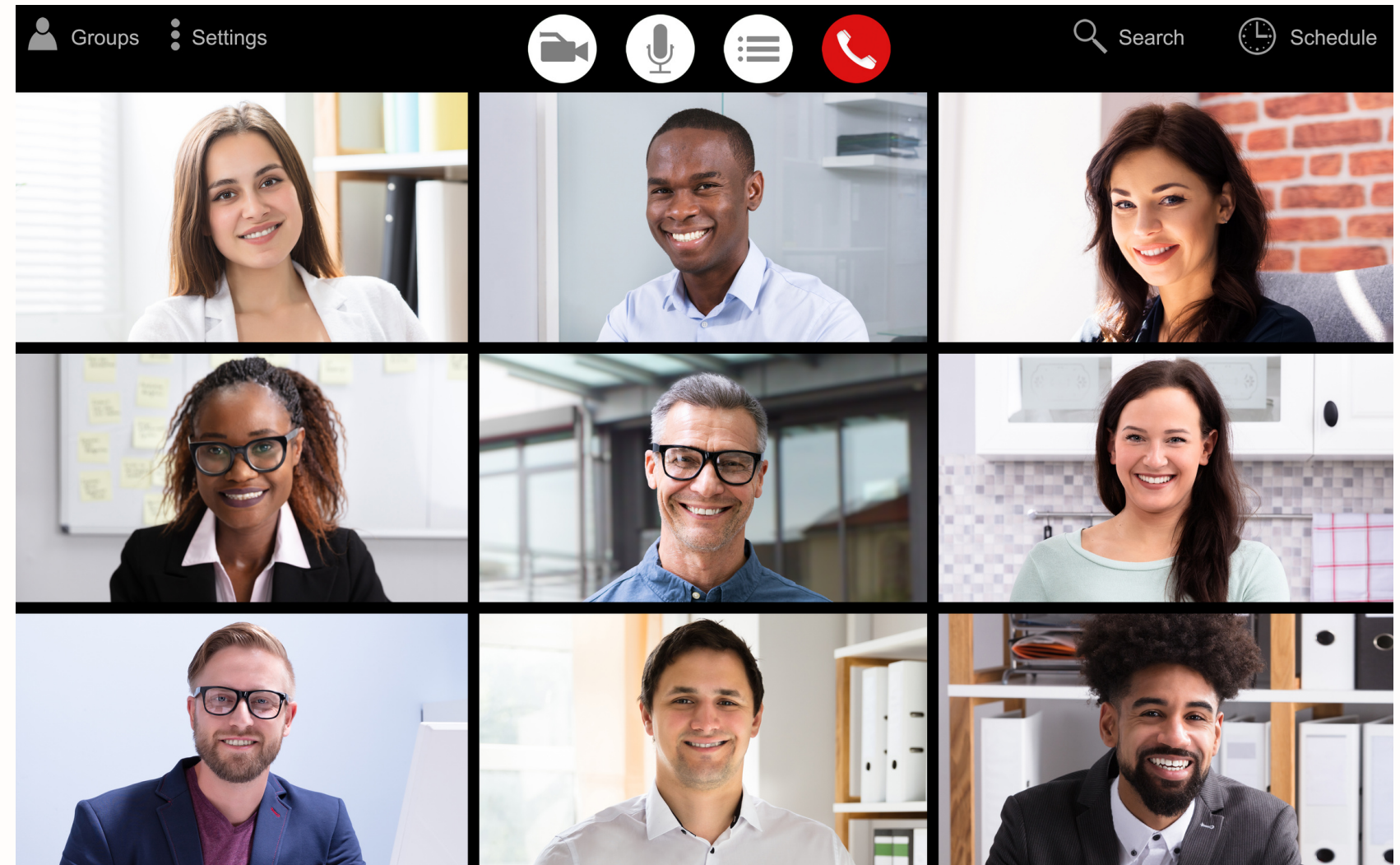
- Initial increase in anxiety & depression
- Overall 56.5% resilient
- Around 25% doing badly
- Worst hit - history of mental illness, loneliness, lack of control, economic threat, small children
- 8.5% improved



Breakout group discussion

Resilient teams

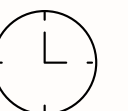
Which factors contribute to resilience and wellbeing in teams?





Compassionate Leadership

Prof. Michael West
Senior Visiting Professor at Kings Fund
Professor of Organisational Psychology at
University of Lancaster



What contributes to resilient teams

Organisations and leaders who:

- Create trust & safety
- Manage threat
- Navigate change



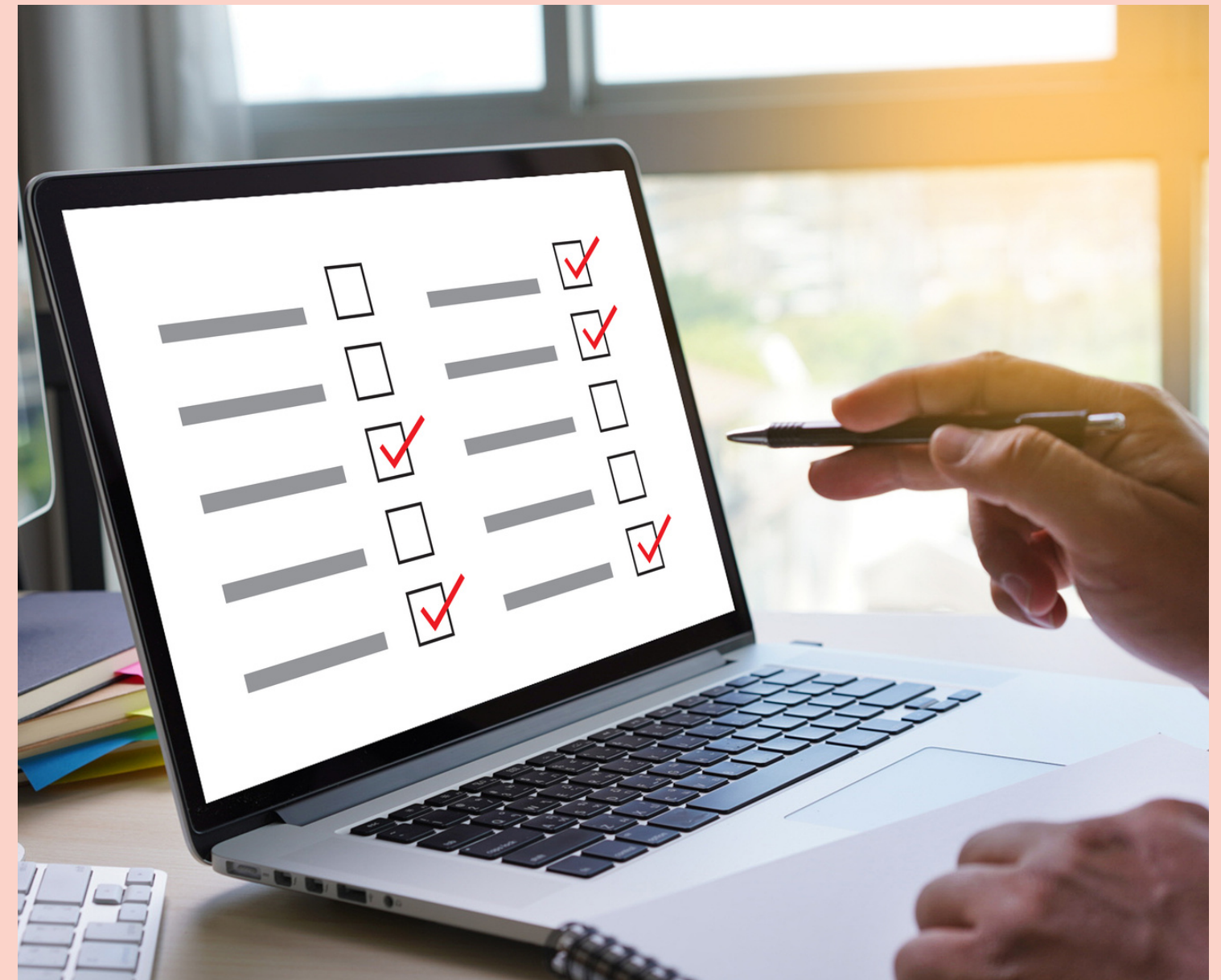
What trainees can do to support team resilience

Wellbeing survey.

Understand the local picture - staff wellbeing survey

Informs bespoke wellbeing strategy targetting local need

Develops trainee competencies - research and evaluation methods, organisational influence





What we've learned through our work with organisations

Organisational structures can mitigate against staff wellbeing

Need to engage staff at all levels in design of survey

Pre-consultation process helps

What are the potential sources of stress, what do staff feel they need

Stepped approach to team resilience

Level 1: Watchful waiting & provision of resources

Watchful waiting:

- MH & wellbeing part of routine agenda for management/supervision meetings
- Ensure managers have psychological and emotional capacity to provide this, mental health awareness, signposting

Resources:

- Develop resources aimed at supporting mental health and wellbeing. E.g. how to maintain good self-care at work, recognising signs & symptoms of common MH problems, managing sleep
- Available online/anonymously



Stepped approach to team resilience

Level 2: Team-based activities

Wellbeing activities: lunchtime mindfulness sessions, relaxation or other resilience related activities

Facilitated colleague support:

- reflective practice
- 20-minute care space
- mental health awareness training
- team-building activities - growing trust & connection, positive emotions



Stepped approach to team resilience



Level 3: Wellbeing interventions

Aimed at staff members who may be struggling

Skill development (group or individual):

- Managing stress
- Building resilience

Focused & intensive interventions:

- Counselling
- Individual coaching
- Mentoring



Summary: What trainees can do to support team resilience

Build a picture of local concerns - design & implement wellbeing survey

Support wellbeing strategy development

Develop resources for staff wellbeing

Design and deliver staff support interventions: reflective practice, 20 minute care space

Design & deliver training: stress, mental health, resilience



How this relates to trainee core competencies

Developing personal resilience

- Personal & professional development

Supporting team resilience

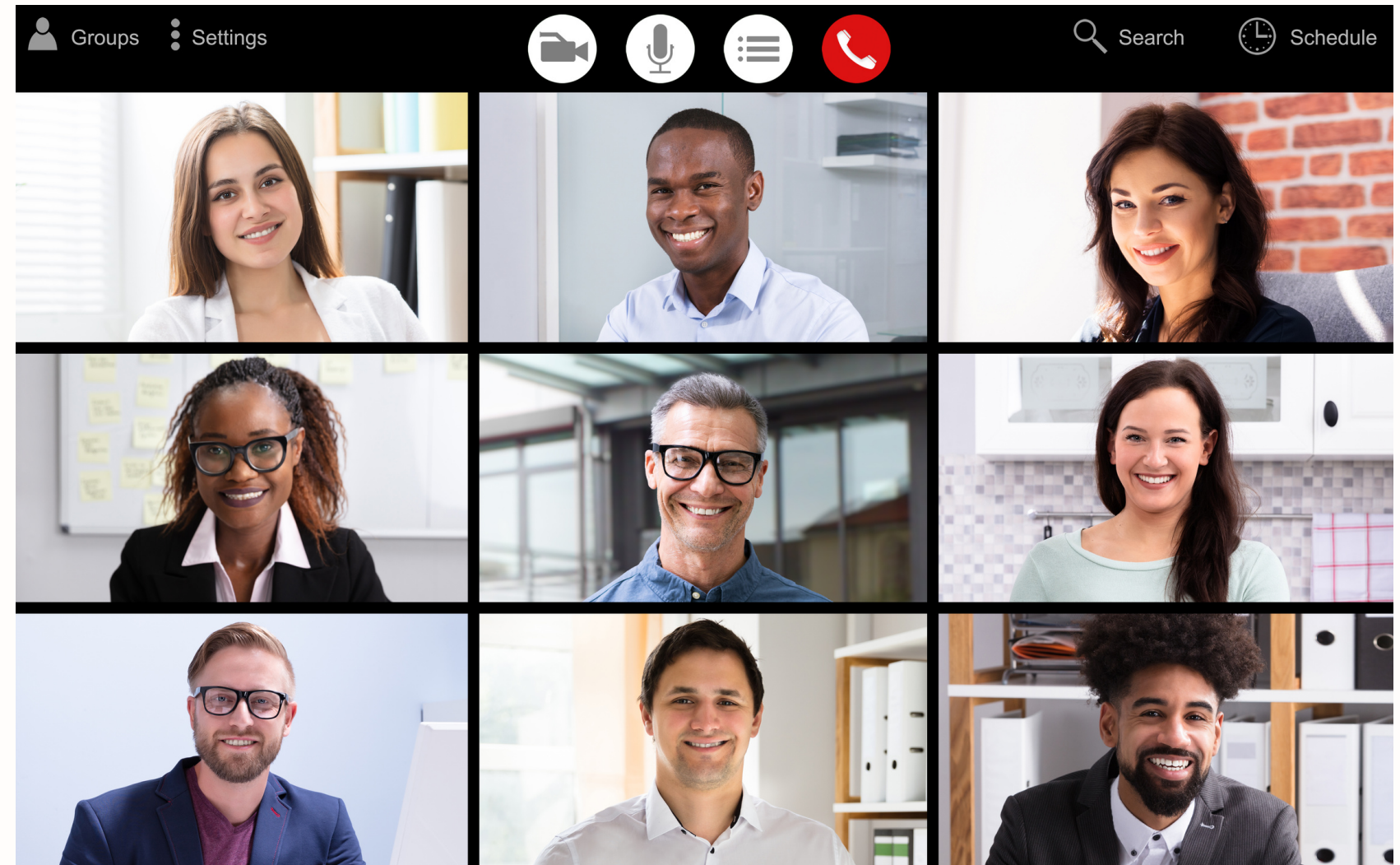
- Research & evaluation
- Service delivery
- Organisational influence
- Teaching/training
- Leadership
- Intervention (with staff)

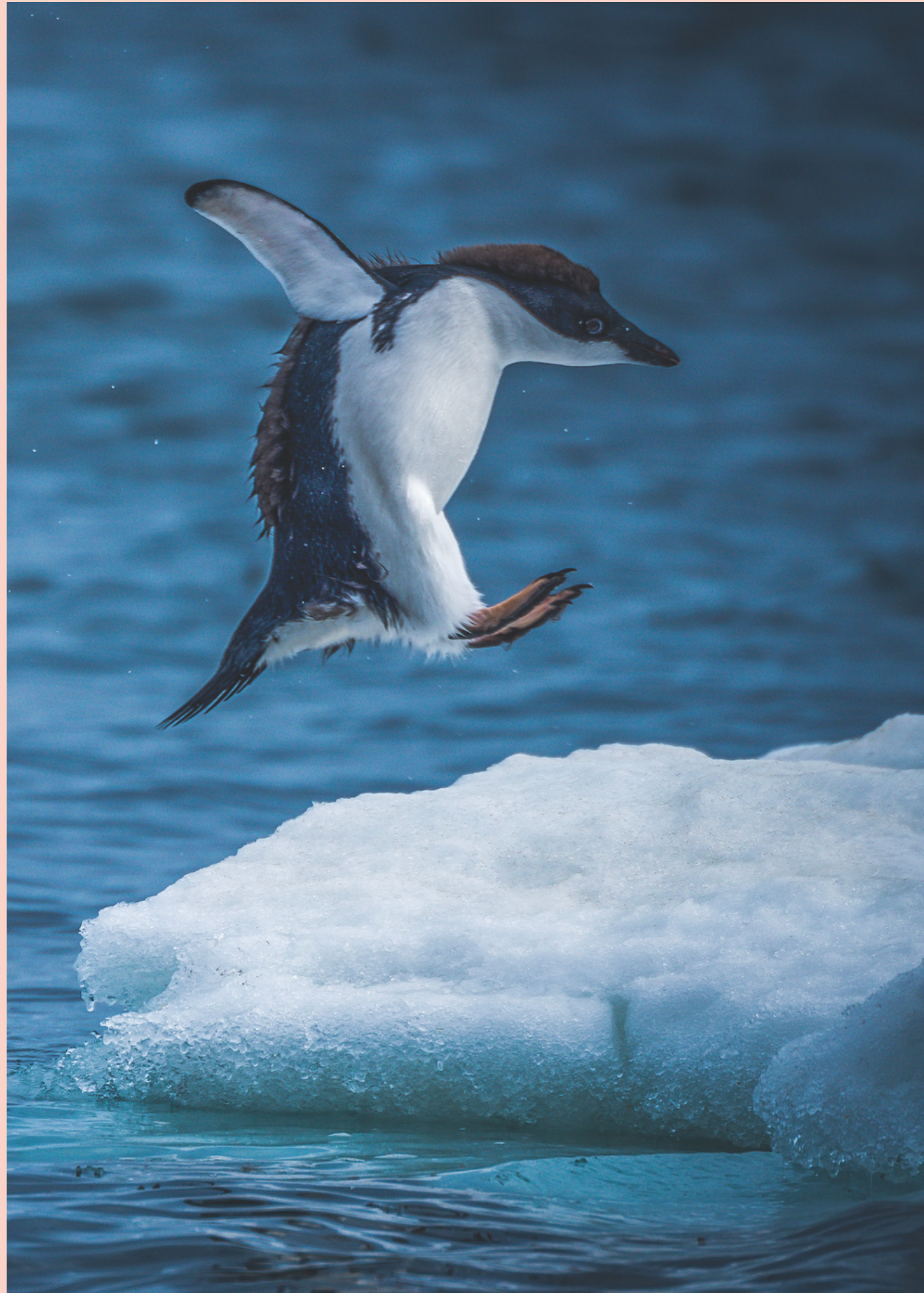


Breakout group discussion

Developing trainee skills to build team resilience

1. Share success stories of working with trainees to support staff resilience & wellbeing
2. Ideas to take forward based on today's training
3. What will facilitate action





Thank you for your participation

We'd love to stay in touch

www.ultimateresilience.co.uk

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