



**RCPSYCH**  
Enjoying work



NATIONAL  
COLLABORATING  
CENTRE FOR  
MENTAL HEALTH

# Enjoying Work Collaborative Resource

A step-by-step guide to improving  
staff enjoyment of work



# Contents

Introduction	1
Design phase	3
Learning sets	11
Improvement support (if needed)	13
Appreciative inquiry	17
Generating ideas	19
Measuring improvement	21
Starting your journey	39

# Introduction



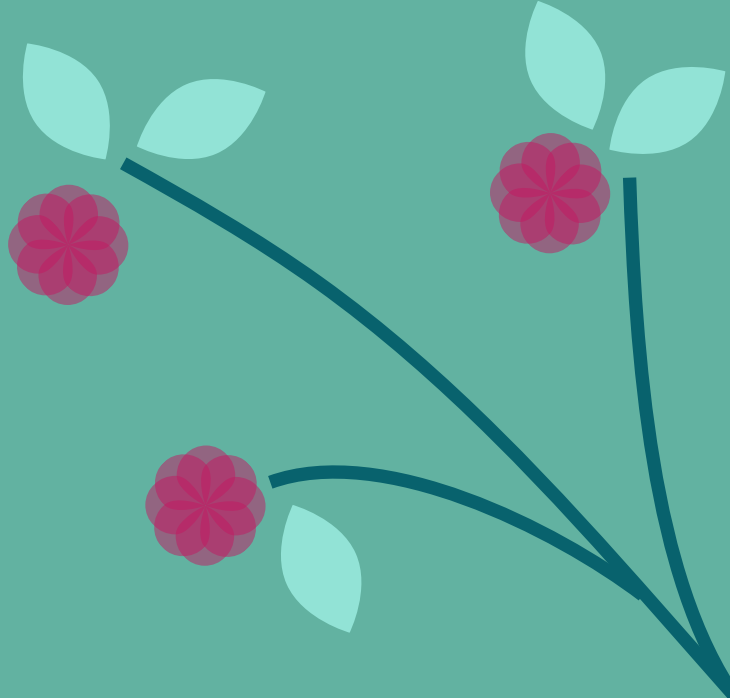
Healthcare services have faced challenging times in recent years, with teams that are already stretched having to manage during a global pandemic and quickly adapt to new ways of working, to keep their patients and each other safe. These challenges mean that finding joy in work may not feel achievable, or like a priority.

In June 2021, the National Collaborating Centre for Mental Health (NCCMH) launched a 12-month Quality Improvement (QI) collaborative on Enjoying Work for healthcare teams across England. Our QI coaches supported 38 teams as they tested ideas and measured their impact; together, the teams formed a learning community where they could learn from each other and share their own learning.

By applying QI methodology and testing many small ideas, we worked with the teams to bring staff in those organisations closer to the experience of joy in work, even in challenging times, while being mindful of the continued pressures they were under.

In this resource, we've taken our learning from what teams achieved in the Enjoying Work Collaborative, and made a step-by-step guide for future teams who want to do this work, with illustrative examples and links to resources that can be saved and used. While dedicated QI support is valuable, and referenced throughout this booklet, we hope that teams who do not have this available to them can still use this resource to undertake their own enjoying work QI project.

You can read further findings from the collaborative and ideas for change that can be adapted or replicated by clinical and non-clinical teams to improve joy and wellbeing at work in [Increasing joy in work in UK healthcare teams: a national quality improvement collaborative](#) (PDF), published in the British Journal of Healthcare Management in June 2023.

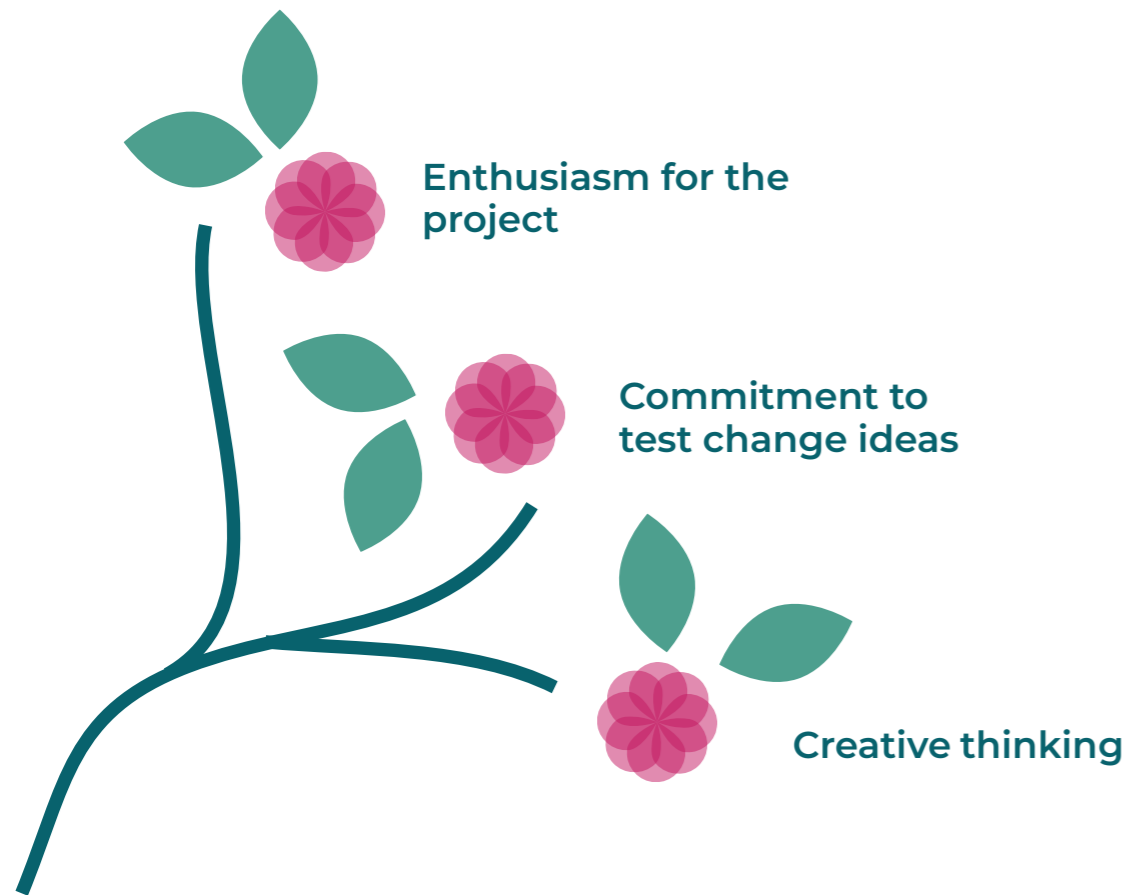


# Design phase



When designing a QI project it's helpful to look at work that has been done in the area you want to improve, so we've included links to tools and resources from the Enjoying Work Collaborative. You can use them when you design your own project to increase joy and wellbeing in your workplace.

## The key elements needed



## Method

1. Identify a **senior sponsor** for your project, who will support the work at a senior level in your organisation and help remove any barriers your team may face in doing the work. This is a crucial role and the sponsor can ensure your project is championed within your organisation, and that any barriers to the work are swiftly addressed.
2. Agree who will be in your **project team**: Identify a project lead and make it multidisciplinary, with team members from a diverse range of roles. To help with this, we've created a one-page guide for teams on [QI Roles and Responsibilities](#) (PDF).

When putting together the project team, it's important to consider the following:

- Identify your project lead. This should be someone with the ability to engage others, support the team and oversee the work.
- Consider the size of your project team, and whether it's multidisciplinary
- It's important to think about how you'll involve service users and stakeholders who will work with your project team and attend some meetings. This will help you to understand their experience when the team are not enjoying work. When you have started to test change ideas, it will be helpful to know whether they have noticed any benefits.
- Plan how often the project team should meet. It should be at least every other week, to maintain the project's momentum.

*This project has encouraged us to reconnect with what brings us joy, meaning and purpose in our work, and not focus entirely on productivity.*

Quality Team, HEE  
Wessex

**3. Build a good understanding of the current system.** Explore with the whole team what's working well, what matters to them, what contributes to a good day at work, and what the barriers to staff wellbeing and joy in work are. This will help you identify the areas of focus for the project. Holding an appreciative inquiry ([see pages 16–17](#)) for the team is an effective way to have reflective conversations about wellbeing and joy in work.

**4. Set your aim** and plan for how you'll **measure your progress**: Set a realistic timeframe for your project that includes a breakdown of what you want to achieve and by when. Having a clear aim that everyone on the team is working towards sets the intention for your project.

- You are more likely to reach your aim if it is SMART (Specific, Measurable, Achievable [but also aspirational], Relevant and Time-based). This provides the best structure for planning and achieving your project.

For example, the aim of the Enjoying Work Collaborative was: **To enhance staff wellbeing and create joy in work.** The collaborative aim was not SMART as the measurable improvement varied from team to team. However, each individual team was encouraged to create their own individual SMART aim using their baseline data.

- Create a plan for how you will measure your progress in achieving your aim ([see Measuring improvement, pages 20–21](#)). **Collect baseline data** to measure staff wellbeing and joy in work before your project starts, this will help you understand if the changes you make lead to improvement.

**5. Review good practice:** What has already been tried and tested in your organisation and other organisations that has increased joy in work? You can review our final change theory in [Figure 1](#), which presents the driver diagram plus the change concepts, and take a look at our [Change Idea Menu](#) (PDF) – but remember, the most effective changes will be from ideas that you come up with ([see Generating ideas, pages 19–20](#)), that are personalised and meaningful to your own team.

**6. Develop your theory of change:** As part of the design phase, you will develop your theory of change. This is a set of ideas shared by the project team that includes:

- big topics that you will need to work on to influence your aim (known as primary drivers)
- linked to those big topics: more actionable approaches, places or opportunities within the system where a change can occur (secondary drivers)
- changes you might make that could lead to improvement, which can be added to later ([see Generating ideas, pages 19–20](#))
- a plan for how you'll measure the impact of those changes

[What's your theory?](#) (PDF) Explains how to use driver diagrams and describes the theory of change. We developed several tools and resources over the course of the Enjoying Work Collaborative that can help you develop your own theory of change for similar improvement work.


You'll see the driver diagram from our change theory in [Figure 1](#). It is based on the work of the 38 wards that took part in the national Enjoying Work Collaborative and the areas they focused on to improve their joy in work – you can use it as a basis for your own driver diagram.

*We have the best ideas when we get together... The team performance has significantly increased and... this has increased our clinical effectiveness in the hospital sites. Other teams have noticed the changes and have mirrored by creating similar changes.*

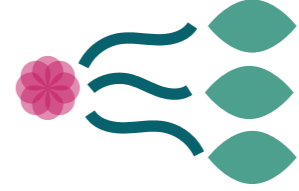
Cygnet Psychology South

### What resources will you need?

**[QI Roles and Responsibilities](#) (PDF)**

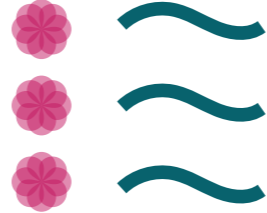


**[Driver diagram \(Figure 1\)](#)**  
Aim, primary and secondary drivers and change concepts

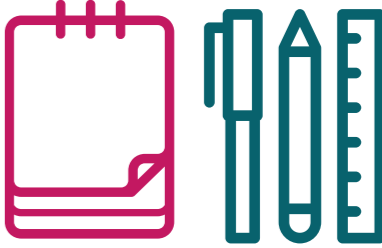


**[What's your theory?](#)**  
Driver diagram serves as tool for building and testing theories for improvement by L Provost and B Bennett in Quality Progress, July 2015.

**[Change Idea Menu](#) (PDF)**



**Tools and materials to facilitate discussion with staff** (this can include flipchart, pens and sticky notes for in-person discussions, or online tools such as Jamboard if meeting virtually).



### What is required from your team?

**Staff engagement, from the start**



**Protected time**



**An understanding of SMART objectives**



**Ideas**



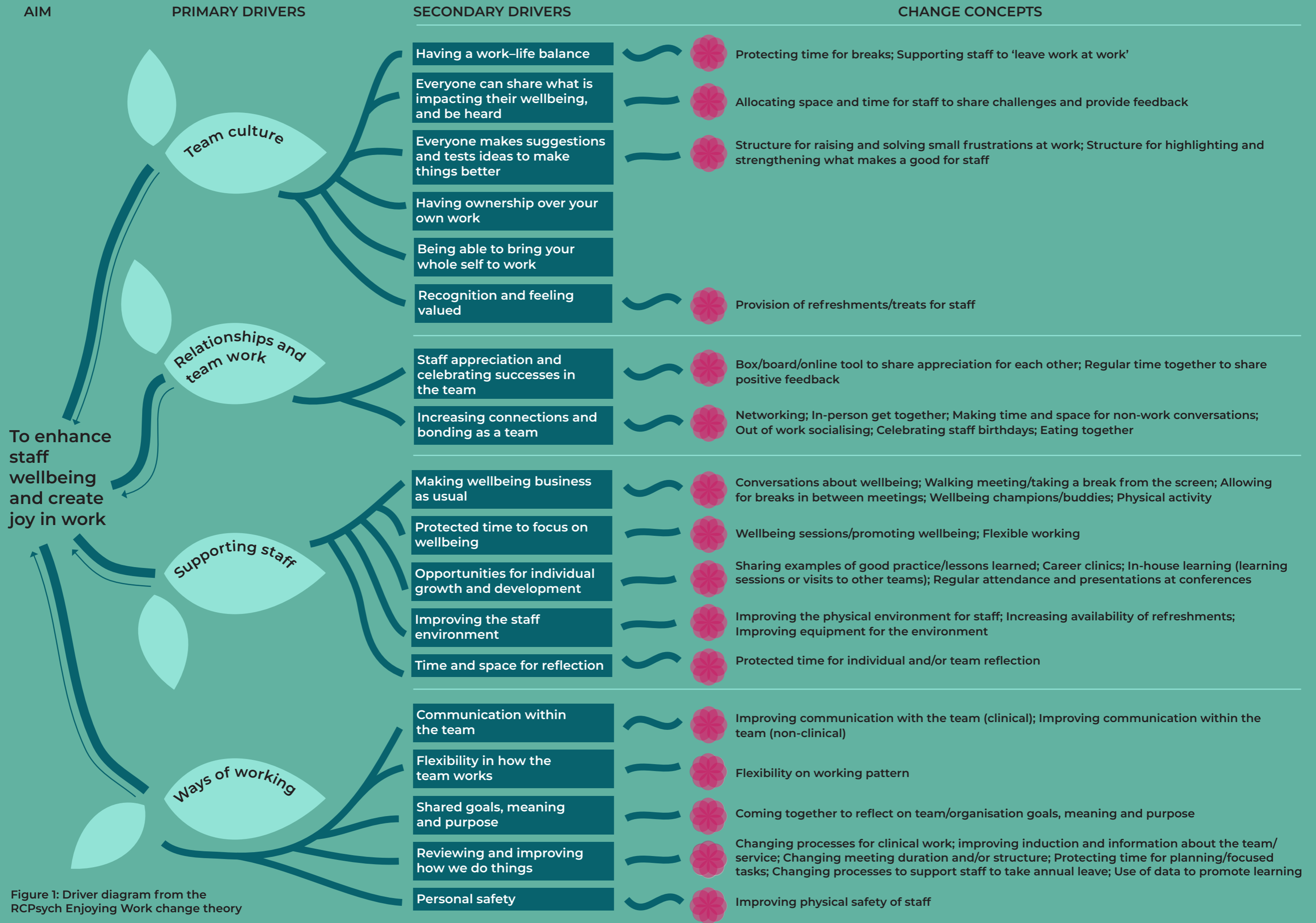


Figure 1: Driver diagram from the RCPsych Enjoying Work change theory

# Learning sets



If several teams will be taking part in your QI project, we recommend using a collaborative model to create a learning community. Learning sets are a great way to bring representatives from each team together to collaborate, share knowledge and ideas, learn together, and build connections.

## Method

1. Decide **how often** learning sets will take place and **how long** the sessions will be.
2. Structure learning sets to **include storytelling and sharing of experiences**. There are resources from previous Learning Sets on our [Enjoying Work Collaborative web page](#) to help you think about this.
3. Think about how you'll **engage people** in learning sets and keep them interactive. What tools and resources can you use?
4. Ask **teams that have already carried out projects** in the area you're looking to improve to **share their work and learn from their experiences**.
5. Build a space for teams to network with one another – decide if you'll do this as a whole learning community or create breakout groups, which could be based on the type of ward/service.
6. Develop feedback forms to aid your development of future learning sets.

*It motivates you to do better knowing that your input is being seen and appreciated. If initiatives like this could be made standard practice in all professional settings, productivity would significantly improve.*

The Training and Workforce Team, Royal College of Psychiatrists.

## What resources will you need?

### Tools and resources to aid sessions:

- presentations
- interactive breakout sessions
- team tasks
- posters
- audio and visual tools such as playing relevant videos in the session



## What is required from your team?

### Imagination and creativity



### Enthusiasm for the learning sets



### Time to attend learning sets





# Improvement support (if needed)



Skilled improvement support, often provided by QI coaches, plays an important role in supporting teams to improve quality of care. Coaches can design various tools and facilitate sessions with project teams, helping them apply QI methodology to their projects so that they can generate, plan and test change ideas in their service.

The support of QI coaches is valuable to this work, but we recognise that organisations will have different levels of QI support available, and not all organisations will have an established QI department that can provide in-house coaching support. The information below may still help teams that are working on this topic without dedicated QI coaching support.

## What is the role of a QI coach?

- To provide specialist direction and leadership for planning and carrying out QI projects
- To share specialist knowledge of improvement methods and tools, and how to apply them in daily practice
- To give guidance and feedback on progress
- To develop a culture of QI, and work in partnership with stakeholders to develop structures and processes that support staff to undertake QI projects
- To design opportunities for project teams across the collaborative to share and learn from each other

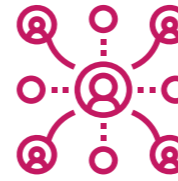
## Method for QI coaches

1. **Identify the project team(s)** that you'll be coaching
2. Support your project teams as they identify their **area for improvement** and create a **theory of change**
3. Help your team **identify the early tasks** that will need to be completed, such as identifying a project lead and setting up regular team meetings
4. Plan how you'll run – and support the project team to run – **effective team meetings** – see [How to Run an Effective Team Meeting](#) (PDF) including template meeting agenda
5. Plan how you'll **support project teams to communicate** and work together effectively
6. Teach project teams the **use of QI concepts, methods and tools**, and help them apply them to daily practice
7. Help project teams to **develop measures and plans for data collection**, and to analyse the data
8. Support project teams to **apply QI methodology**, so they can generate, plan and test change ideas, including Plan–Do–Study–Act (PDSA) cycles and use of real time data – see our Enjoying Work driver diagram in [Figure 1](#) about the nominal group technique

9. Support project teams in their work with **stakeholders** including patients, frontline staff, and carers, friends and families
10. Update the sponsor about the project team's progress, telling them about any areas that need additional support
11. **Facilitate Collaborative-wide communication** and idea-sharing, through planning learning sets, producing materials such as newsletters and so on
12. Think about how you'll keep in **regular contact with your project teams** and be accessible to them when they need support. You can give support by phone, email, tele/ videoconferencing (such as Teams or Zoom) and in-person visits

## What resources will you need?

Project team roles



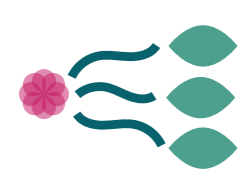
Early tasks checklist



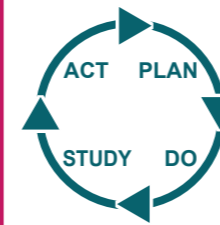
Team meeting agenda template



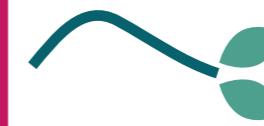
[Driver diagram](#) (Figure 1)



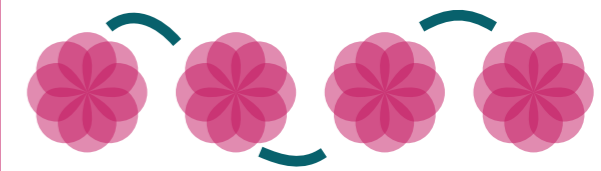
PDSA activities



[How to Run an Effective Team Meeting](#) (PDF)



[Generating and Organising Ideas: A 4-step Process](#) (PDF)



## What is required from your team?

Project team(s) from an organisation to coach



The ability to use any previous QI experience in your team



Knowledge of QI concepts, methodology and tools



Creative thinking



Presentation skills



# Appreciative inquiry



An appreciative inquiry is a strengths-based approach to organisational change. It is a tool to support a team to reflect on what's working well and consider how they can build on this.

The exercise supports teams to identify positive ideas to create and sustain change, taking into account that they may be facing real challenges to improving wellbeing and joy in work. Rather than fixing perceived problems, an appreciative inquiry looks to build on things that are already working.

Carrying out an appreciative inquiry is a very helpful and insightful first step for a team trying to increase their joy in work. It helps an individual, and team as a whole, connect to their work and each other.

## Planning the session

Before the session, consider how much time you would like to allocate to the exercise. We suggest 1.5–2 hours, to give enough time to explore each part of the exercise. During the session, ensure there are no distractions for the team.

Also consider whether you need any materials such as flip-chart paper, pens and Post-it notes. You may wish to bring creative materials for question four of the exercise, but drawing a symbol will also work well.

For a team that works together virtually, you may wish to consider using an online tool for everyone to enter their thoughts and then have a reflective discussion together after each question.

## Carrying out the inquiry

The appreciative inquiry is comprised of six questions. After introducing the session to the team, working through the questions will take you through the natural course of the exercise.

For example, propose question one to the team, give them time to reflect, then write down their thoughts and spend some time reflecting on the contributions. Next, move on to question two, and so on.

If you are part of a large team, consider breaking into smaller groups, with each group working through all six questions.

It's a good idea to keep the team's contributions to the appreciative inquiry so that you can reflect on them throughout the course of the project.

## The six questions

1. What matters to you?
2. What was one memorable good day at work for you?
3. What components made it a good day?
4. Visualise, using any creative means available, a symbol of the team if everyone had a good day every day
5. What would we need to do differently to achieve this?
6. What are our next steps?<sup>1</sup>

As part of question six, you might start generating change ideas and you can use the next section, Generating ideas, as a guide.

<sup>1</sup> We adapted the six questions, with permission, from East London NHS Foundation Trust.

# Generating ideas



When choosing ideas to test, your team can review the [theory of change](#) (PDF) and think of change ideas for the secondary drivers.

Start with testing change ideas that can be implemented on a small scale, to generate enthusiasm for the project in your service. If these ideas are successful, they can be implemented into day-to-day practice when it's appropriate. Some ideas will need to be adapted and tested a few times to find out if they will be successful. These small tweaks and periods of retesting are an important part of the PDSA cycle.

## Method

1. **Protect time** and invite your whole team to come together to think of ideas that could help achieve your project's aim. Review the theory of change and encourage team members to think of ideas that link to the secondary drivers
2. It's important to have a **range of people from different disciplines**, backgrounds and level of seniority involved in the project; this makes sure that the process is inclusive and everyone can share their views and suggestions
3. Follow the [4-step Process](#) (PDF) to encourage the team to **generate, select and prioritise ideas to test**. This is a structured and fair way to select and prioritise ideas
4. The 4-step process can be done **in person, or virtually**. If your team works remotely, online tools such as Jamboard, Miro or Mentimeter can be used

*The Enjoying Work project was a very empowering process to help drive positive change.*

Isle of Wight Community Mental Health Service

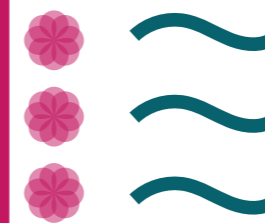
*Flexibility around the size of the test of change is important for success when trying out a new idea.*

Sheffield Health and Social Care Trust Long Term Neurological Conditions Service

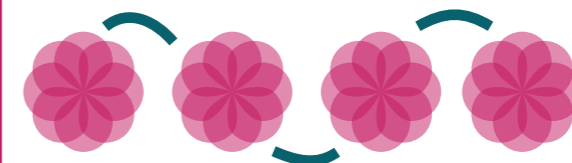
5. At first, the team might only select a small number of ideas to test. Starting with some 'quick wins' can help keep momentum and enthusiasm for the project
6. **Keep the full list of ideas** that the team suggested, so they can keep reviewing and selecting new ideas to test, as well as adding new ideas to list

## What resources will you need?

### [Change Idea Menu](#) (PDF)



### [Generating and Organising Ideas: A 4-step Process](#) (PDF)



[Jamboard](#), [Miro](#), [Mentimeter](#) or [Zoom](#) virtual whiteboards, if you're generating ideas online



## What is required from your team?

### Enthusiasm



### Creativity



### Teamwork



# Measuring improvement



Creating a **measurement plan** will guide you to think in detail through what your outcomes are, how you'll measure the outcomes and the frequency with which you'll collect data. Using the measurement plan, and monitoring changes to the data, will be the main way for you to find out if your changes are leading to increased staff wellbeing and joy in work.

To understand if the changes that are being tested are resulting in improvement, it's important to collect data over time. This will include a baseline period at the start of the project that shows how your team rates themselves on the outcomes you choose, which you will compare with their future self-ratings to measure progress.

*Advice would be for teams to 'do it' and get people involved. Staff wellbeing should be on every team's agenda. Be realistic about what you can achieve. It takes effort and time. You need passion, energy and enthusiasm. Not all ideas will work but move on from it.*

Older Peoples Mental Health Service,  
Cambridgeshire and Peterborough  
Foundation Trust

## Method

1. The **measurement plan** should include details of:
  - The **outcome measures** you'll use and the frequency of measurement
  - **Definitions** for each of your outcome measures so that, what you're measuring is clear and consistent for everyone involved
  - Any **measurement tools** which you intend to use, such as questionnaires
2. Identifying a **tool to analyse the data**
3. Think about how you'll **display your data** so that your team can see if the changes are having any impact on the team's wellbeing and joy in work. You could use line charts to plot data regularly (see our [Line Chart Template](#) [Word])
4. Identify **data champions** who will make sure that data is collected in accordance with your measurement plan and that the team can use the data for learning purposes.

## What resources will you need?

[Measurement plan](#) (PDF) to enhance staff wellbeing and increase joy in work



Tools to access and analyse the data, such as [ImproveWell](#) or [LifeQ!](#)



Microsoft Excel or [run charts](#), in which to create your charts and analyse data.



## What is required from your team?

Teamwork



Creativity



Understanding SMART objectives



## Outcomes

The following outcomes were measured weekly in the Enjoying Work Collaborative.

### Joy in work

- The percentage of people in the team who have frequently enjoyed being at work over the past week

### Burnout

- The percentage of people in the team who experience no symptoms of burnout

### Recommending your team as a place to work

- The percentage of people in the team who are extremely likely to recommend their service/team as a place to work

The specific questions used for these outcomes can be found in our [Measurement Plan](#) (PDF).

# Storytelling



Stories have the power to transform the way we see the world. We can connect with them on an emotional and an intellectual level, and they let us see other perspectives. Stories have the power to motivate people, so they can be influential in facilitating change and creating momentum.

In the Enjoying Work Collaborative, storytelling was a central part of how we communicated and engaged with project teams. We shared stories about staff experience, quantitative and qualitative achievements teams were seeing, and innovative new ideas in regular meetings and at learning sets. We also presented our work to a wider audience and stakeholders through presentations.

On the [next pages](#) are two stories shared by teams on the Enjoying Work Collaborative. Other stories from participating teams are on the [NCCMH website](#). We hope you find them engaging and motivating for your own improvement

*The team are talking more about wellbeing and what that looks like for them. The team are starting to value their own wellbeing and I have even noticed people actively looking out for and supporting others more. Change is possible when you get the right people on board to support the vision.*

Coventry & Warwickshire  
Locality-based CMHT

*It's been a great opportunity to learn how to do things differently, find ways to engage the wider team, and help improve communication within the team.*

Central and North West  
London Foundation Trust,  
Beatrice Place

*It has been great to have positive engagement and feedback from the wider team. I am passionate about keeping the project going in the longer term and sharing learning with other teams who might like to get involved.*

Training & Workforce  
Team, Royal College of  
Psychiatrists

# Isle of Wight Community Mental Health Service: Reflecting on our project

Grace Addyman, Rachel Bull, Tania Burnett, Vivien Bush, Sam Geldard, Rachael Middle, Daniyal Naeem, Ella Newham, Ann Smith

## Change ideas we have tested



**Appreciation box:** this is popular, effective and fun. It is now part of the culture within this team, colleagues value saying thank you to each other. It has a feel-good factor. It also helped share information about the project.



**Changes to induction for new staff:** updated induction pack, induction timetable, buddy for each new starter; was much needed and will evolve. Learned from experience of new staff, and support that can help settling in, the value of collaborating with other professions to improve induction experience for everyone.



**Share and Support meetings:** regular informal peer-support meeting; likely to prove positive and welcomed by lots of staff. We are seeing what we can find out about the perceived effectiveness of the share and support space, to continue to build from.

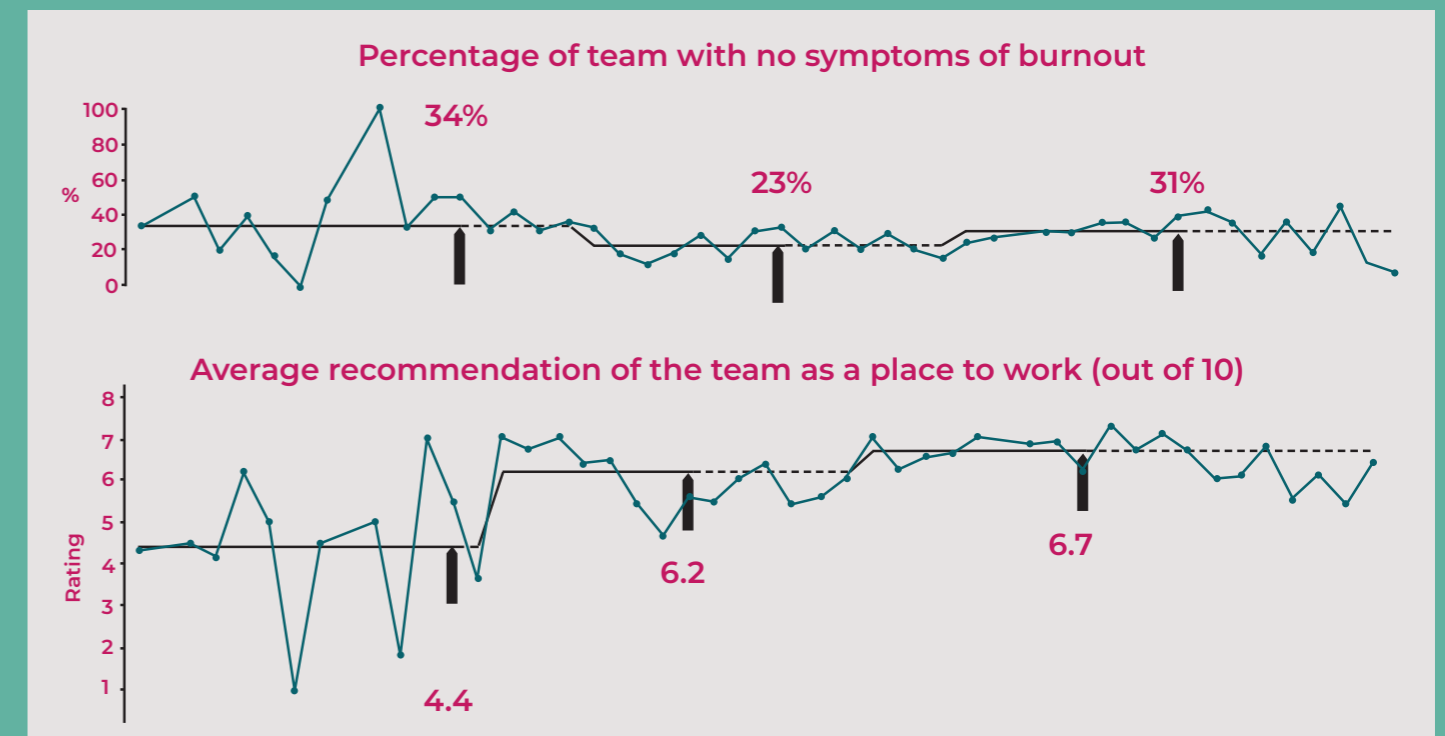


## Learning

- Change is possible!
- How quickly change can be achieved together and how effective collaborative change can be. All ideas are welcome.
- When implementing new ideas, it is important to keep the team fully informed and involved and updated at every stage of the planning and implementation.
- Learnt how to incorporate a variety of ideas into a space, to hopefully be positive for everyone.

## Changes we have seen in the team

- Increased enthusiasm and participation in working towards change as a team.
- Feeling inclusive when working in other locations.
- The team feels more united now.
- Increased interest from people not in the project team about what we are doing.
- Internal motivation to participate in project meetings to make well-needed changes to adapt to the ever-changing work environment.





## Our reflections on taking part in the project

- Excitement geared towards project meetings is an avenue to enact change and be heard.
- There is a strong internal drive to do things differently, wonderful to see people at project meetings voluntarily.
- A very empowering process to help drive positive change.
- It is sometimes hard to share ideas with colleagues who are time short.
- Some of our challenges.
- Wish team leads were more involved, as they are able to process actions quicker and colleagues may be more likely to listen to team leads than the QI project group.
- It has been nice to be able to effect change with the induction pack and then see the changes for new starters quickly.
- Positive experience, good to hear other areas' experiences and developments in other collaboratives.
- It has been a really nice way of getting involved and gaining an understanding of the team as a new starter.
- Being positive persistently rubs off on the team!



**Our top tip:**  
Protect time to join the meetings and work on action points which come out of them.

## Some of our challenges

- High levels of stress in the team and concern over whether change is possible.
- Having things we'd like to be able to make better (e.g. parking), but not having the ability to do so.
- Remembering meetings, finding time to action, and finding time to involve colleagues, team leads, admin and service lead.
- Initially getting people on board due to time pressure, and would be nice if more people attended the project meetings.
- Momentum – such as what has been built with project meetings fortnightly.
- Coming up with ideas that we can action/implement.
- Can be challenging to attempt to implement multiple changes at once.
- Getting multiple different perspectives when taking on challenges to determine the most effective approach – asking one-on-one and also in meetings for opinions.

## Looking to the future





- It would be nice to have a document accessible to the whole team to keep updated on what we're doing, or maybe a board somewhere visible.
- It maybe helpful to link with Solent Trust QI groups.
- We should put info about QI in the induction pack, it might encourage new starters to join the project.
- Jam boards are a really nice collective engagement tool – thinking of ways to keep using this; it seems to create an ease of interjection without the risk of miscommunication.
- There are lots of new staff so chance for new members and few old ones to keep the project going, it needs to be regular, or it won't happen.
- There is positive interest in the project continuing!

# Cygnnet Healthcare: Psychology South

31

Erica de Lange, Charlotte Keeling, Caroline Fleming, Sharon Collins

## Change ideas we have tested

-  **Face-to-face meetings** for better relationships, connectivity and understanding of roles.
-  **Physical movement** increased wellbeing, joy, creativity and reduction of stress.
-  **Improve Well app** response rate improved by weekly discussions and calendar reminders.
-  **Informal chat forum** improved relationships and offered peer support.
-  **Attending conferences** to present; a team won an award for best poster at a conference.
-  **Visiting at sites** improved connectivity, sharing best practice and improved relationships.



32

## Changes we have seen in the team

- We have seen significant changes in all three measures of data:
  - A 26.58% increase in those who frequently enjoy being at work (from a mean of 20% to 46.58%)
  - A 24.84% increase in those having no symptoms of burnout (from a mean of 13.33% to 38.17%)
  - A 22.91% increase in those extremely likely to recommend the team as a place to work (from a mean of 34.67% to 57.58%)

The team feels acknowledged and happy, and can maintain their work-life balance. Team members were able to express their need for support, and felt safe to be open about their feelings.

We saw an increased awareness of wellbeing, and the culture is more open and supportive.

There is increased connectivity and enthusiasm to get together, which is rewarding for the team.

## Our reflections on taking part in the project

- We have the best ideas when we get together, and this has been noticed by the senior team. The team performance has significantly increased, which has been recognised in governance and heads-of-department meetings. This has increased our clinical effectiveness in the hospital sites. Other teams have noticed the changes and have mirrored by creating similar changes.
- The level of comfort to take part in a project or start something new can vary. So, knowing that the team will support the project, and knowing that there is support from the team are valued.

As a regional team, there was a real commitment to developing QI ideas across different sites in the broader London and South region.

## Some of our challenges

- Changing the time of our bi-weekly meeting upon the request of team members in the region who could not attend, although this did not necessarily improve attendance numbers, it did improve regular attendance of core team members.
- New starters to the team needed to receive induction into the QI project and orientation to the 'Improve Well' app. These were provided on a one-to-one basis.
- The large geographical area of the regional team was a challenge and Zoom was used to overcome this.
- The focus on wellbeing has enhanced our team cohesion. We can ask questions, and this strengthens relationships and the quality of our work.



### Our top tips:

Small changes can make a BIG difference.

Talk about QI, make it part of your discussion – this creates a presence and a culture shift.

Go for it! It is fun.

## Looking to the future

- The change ideas have been implemented within the London and South Regional Psychology team, and have generalised into the site teams. An example is our Friday team meetings, where the site team comes together for informal lunch.
- Attending conferences is planned for the coming year. This extends the changes into the future. Regional teams are meeting together and visiting at sites. The informal chat forum is implemented regionally and continues to support team members and to build relationships.
- QI projects are being launched at local sites and reviewed on a quarterly basis. Monthly discussions are taking place in team meetings about QI and wellbeing, and there is a good sense of looking after ourselves and each other. There is training available on QI, and QI coaches to support future projects.
- Cygnet has launched a QI hub on the Cygnet webpage, there is a QI newsletter and a QI conference to look forward to.

View the [Cygnet Psychology South Enjoying Work Collaborative: Reflecting on our Project](#) (PowerPoint).

# Reflections and learning



In any project, there can be challenges along the way. Often, the answer to challenges and questions can be found by starting small and simplifying what you're doing – breaking down the tasks.

If the idea you're testing proves to be successful, then it can be expanded, with more people testing it, with adaptations to the original idea that come from what people have learned from the initial test(s).

We supported a number of teams that took part in the Enjoying Work Collaborative to work through challenges in their projects, and have listed the challenges below along with ways to start reframing and working through them.

## Time

Not having enough time is a common (and understandable) challenge for staff in a busy working environment:

- Can you find some time in meetings that are already in the team's calendar, so you don't need to schedule new meetings?
- Can you arrange a meeting with just a few of the project team members, then give feedback to the wider team afterwards (in a regular team meeting, by email, or on an Enjoying Work noticeboard in a staff area)? Having a smaller meeting may make it easier to find time in a diary
- Can you ask a manager or your senior sponsor for advice on how to protect time for the project in your workplace?

## Ideas

Coming up with change ideas at the start of a project can be a daunting task. Our [Change Idea Menu](#) (PDF) can be used as a starting point. Of course, you'll want to come up with your own ideas, too, that are personalised to the environment you work in, but at first the Change Idea Menu may be helpful to look at.

Another exercise that can be done with your wider team is the [Nominal Group Technique](#) (PDF). This is a very effective way of generating lots of ideas, which can then be ranked and ordered to establish the most popular ideas that can be carried out next.

## Available resources

QI is about making small changes and seeing the cumulative benefit of these changes. If you're struggling with resources for your change ideas, see if any of your ideas can be scaled back to start with. If they are successful on a small scale, it may generate buy-in from others not in your project team and a case for asking for more resources if the evidence suggests scaling them up. Often a small tweak can make a big difference.

*A team that struggled to find time and prioritise this project during the collaborative told us later that they wished they had prioritised this sooner, as they realised how necessary the support was for their team with high rates of burnout. Do the team need permission or encouragement to de-prioritise something else to enable them to focus on this?*

QI Coach, NCCMH

## Staff turnover

High staff turnover in your ward or team can be a challenge when working on a QI project because it can affect the momentum and progress of a project. Having a good range of people on your project team can reduce the impact of any of them leaving, and a good awareness of the project in the wider team can help, too.

## Shift working

Organising meetings with a project team when the team members are not working at the same time can be difficult and feel like it's slowing progress.

- Can you arrange a smaller meeting and feedback to the wider team afterwards, which may make it easier to find time in a diary?
- Is there an away day or wider team meeting coming up, in which you could find some time to meet up together?

## Remote working

Working remotely can throw up some of its own challenges. We used online tools and programmes that made it easier to collaborate and get ideas flowing online. These included online whiteboard and presentation software, [Jamboard](#), [Miro](#) and [Mentimeter](#) (and we are sure there are many others!).

## Competing demands

Some teams find it difficult to keep staff wellbeing and joy in work high in their priorities. It can feel unfamiliar or uncomfortable to put our own wellbeing on the agenda, particularly when we know that our teams are under pressure, patients are facing difficulties and there are long waiting lists.

It can help to remind yourselves and your team that focusing on staff wellbeing now will pay off for the whole team and for patients in the long run. Improving joy and wellbeing in work can increase capacity for clinical work, improve resilience, and reduce burnout and staff turnover.



# Starting your journey

We hope this resource and the other resources and documents that are linked in it are helpful in your Enjoying Work journey. Sharing learning is an essential part of QI work, and we hope that the successes we've had in this collaborative help your team as they start their journey in increasing joy in work.

If you have any questions, please contact [enjoyingwork@rcpsych.ac.uk](mailto:enjoyingwork@rcpsych.ac.uk)