



University Hospitals Sussex
NHS Foundation Trust

Team Resilience
NHS Leadership Academy

Managers Guidance

Team Resilience

- ▶ We know that together, we are stronger. The relationships that we build between each other and our wider teams will mean we are more likely to come out of the current crisis more resilient than when we started.
- ▶ Team resilience is your team's ability to withstand and overcome adversity in a way that enables everyone to continue to perform during and after a crisis and to support each other and to stay well. It helps your team to plan for, manage and recover from challenges that test your ability to work well together and deliver care to your patients.

Behavioural Strategies

- ▶ There are three strategies for dealing with team adversity, pressure and stress:
- ▶ Reducing
- ▶ Responding
- ▶ Reflect and Renew

This guide is designed to take you through these stages by sharing helpful advice, questions, and tools.

Strategy 1: Reducing

Reducing – the impact of what your team are up against.

To reduce the impact of adversity before things happen, you need to anticipate and plan for these challenges. You may be busy with dealing with the current crisis but taking time to collectively think about what your team will face and how these things can be avoided or mitigated will make you more effective when working through the situation together.

Questions to help you to prepare:

- ▶ *What are we here to do? What can we do? What are the situations and choices that we are facing?*
- ▶ *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?*

Strategy 1: Responding 1/2

Responding – well to the challenge together.

The resilience of your team comes from combining each other's capabilities to address the issue. When you're in the middle of dealing with the crisis and your team encounters challenging circumstances, consider doing the following things to help you get through:

- ▶ **Establish routine.** Routine team processes will help your team to manage and keep going (e.g. check-in and check-out huddles, ward rounds, handovers).
- ▶ **Buddy up.** Remember to ask each other 'how are you?' frequently to check-in and support each other. Look out for each other in practical and compassionate ways, 'here I made you a drink' 'do you need a breather?'
- ▶ **'BPM' Model.** When faced with an issue, 'BPM' (Breathe, Pause, Move forward) is a simple model that can help your team to work things through and find a better solution:
 - ▶ **Breathe** – This will ground you and act a mental release to prepare you to assess the challenge.
 - ▶ **Pause** – Take a moment to gain perspective, remembering all of the experience, training, expertise and wider support that you have available to help you to make the best decision. This will help you to take an informed course of action.
 - ▶ **Move Forward** – Take forward your best-fit action, knowing that you made the best decision you could at the time.

Strategy 1: Responding 2/2

Questions to ask the team to deal with issues during the challenge:

- ▶ *How is everyone doing? What does each individual need?*
- ▶ *What would make the most difference to our team right now? What's our highest priority?*
- ▶ *When have we faced a similar challenge before? What skills and experience do we have to overcome this challenge?*
- ▶ *Who else can help us?*
- ▶ *What action can be taken to address these challenges?*
- ▶ *What routines or processes could we set up to help us to manage better going forwards?*

Strategy 1: Reflect and Renew 1/2

Reflect and renew involves recovering from stress, learning from experience, and adapting as necessary. There are four main paths for reflection and review after disruptive events.

- ▶ **Reflecting and Renewing** Once the initial challenge is over, you should take the time to learn from the experience. This will help to recover from the stress and the adverse situation. It will also help your team to move forward in a positive way. Things the team can do include:
 - ▶ **Debrief.** During a debrief, reflect on what went well and what didn't; identify lessons learned; and generate plans that will help you to be more resilient in the future
 - ▶ **Say: 'Thank You'.** Thanking people inside and outside your team who have helped you is vital as it helps strengthen relationships and encourages effective teamwork. Celebrating overcoming the situation also helps to bring closure and enables you to move forward.

Strategy 1: Reflect and Renew 2/2

Questions to ask the team when reflecting:

- ▶ *How do we know we are out of crisis?*
- ▶ *Debrief questions (consider this individually and collectively):*
- ▶ *What went well? What did we achieve?*
- ▶ *What didn't go as expected?*
- ▶ *What lessons have we learned? How have we grown individually and collectively?*
- ▶ *What does this mean for our future plans?*
- ▶ *How do we give thanks? (each other and those outside our team who helped us)*
- ▶ *What can we celebrate as we move forward?*

Reference

- ▶ This course is part of the NHS Leadership Academy resources
<https://learninghub.leadershipacademy.nhs.uk/guides/team-resilience/>
- ▶ **Sources***: Major incident clinical expertise and associated literature including Alliger, Cerasoli, Tannenbaum, Vessey (2015) and Sommer, Howell, Noonan Hadley (2016). Specialist task force and clinical advisors.*
- ▶ **References**: Alliger, Cerasoli, Tannenbaum, Vessey (2015) Team resilience: How teams flourish under pressure. Sommer, Howell, Noonan Hadley (2016) Keeping positive and building strength: The role of affect and team leadership in developing resilience during an organizational crisis