The psychological safety of staff

Equality, Diversity and Human Rights Week #EQW2023

10 May 2023

NHS Confederation

NHS Employers

Welcome

Paul Deemer
Head of Diversity and Inclusion
NHS Employers

NHS Employers

Agenda

1. **Welcome, introduction and context setting**
   Paul Deemer, Head of Diversity and Inclusion, NHS Employers

2. **Psychological safety - benefits, behaviours and strategies**
   Sophia Kalpaka, Senior Managing Consultant, Delta Alpha Psi

3. **An NHS perspective on psychological safety**
   Azmi Peerun, Head of Workforce EDI and Wellbeing, Mid and South Essex Integrated Care System

4. **Staff experience**
   Panel session and Q&A with our speakers and Aliya Rehman, Programme Lead, NHS Employers

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Context

Bullying, harassment and abuse
NHS Staff Survey results

- 33.1% of staff with a long-term condition or illness report bullying, harassment or abuse.

- 30.4% of ethnic minority staff experience reported bullying, harassment or abuse.

- 33% of gay and lesbian staff reported bullying, harassment or abuse.

- 35% of those with a gender identity not the same as assigned at birth reported bullying, harassment or abuse.

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Psychological Safety of Staff

NHS EMPLOYERS

10TH May 2023

Sophia Kalpaka
Senior Managing Consultant

Session objectives

Address the benefits of PS in the workplace

Provide actions leaders and managers can take to build a culture of PS

Share strategies that foster open communication, trust & collaboration

Outline how to create a more inclusive and positive culture
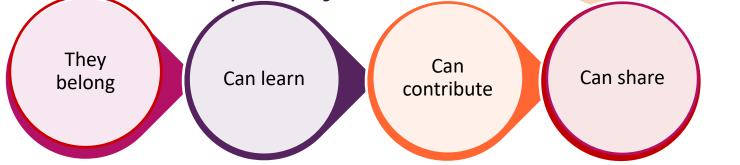
Definition of psychological safety at work

*An individual's **perception, a shared belief,** as to whether the team is safe for **interpersonal risk-taking without fear** of negative consequences to self-image, status, or career*

Edmondson , 2014

*An team environment where people **feel**...*

They belong

Can learn

Can contribute

Can share
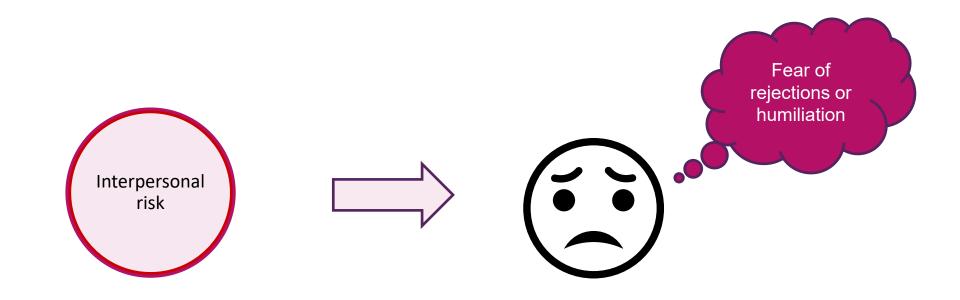
Definition of interpersonal risk-taking at work

*Every action, communication, and interaction we engage in a work setting **carries a certain 'risk'** to the **individual's social and personal standing** within the team.*

Interpersonal risk

Fear of rejections or humiliation

The benefits of psychological safety at work

Audience to share via Menti.com
Please scan QR code and respond to the question

Benefits of psychological safety at work
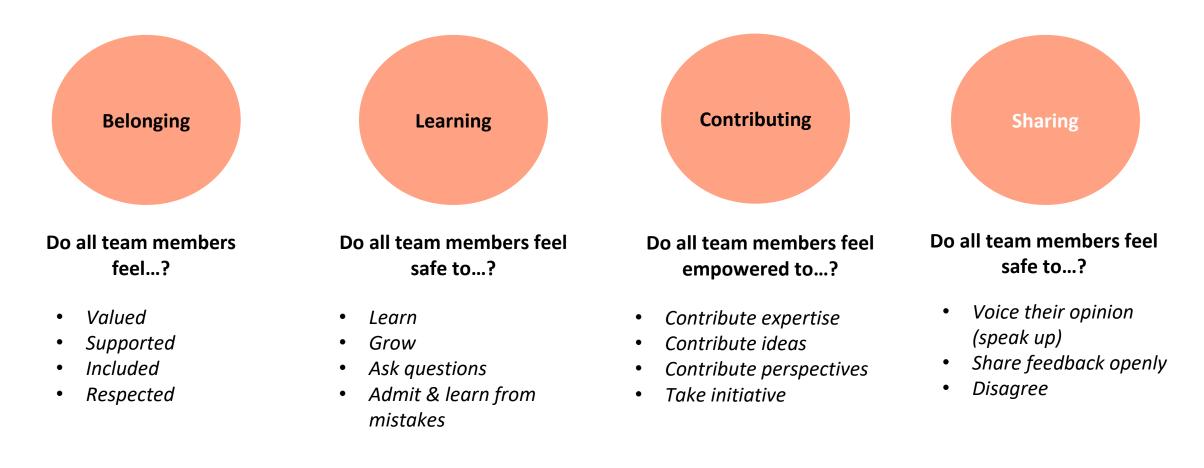
Contributing and learning behaviour	**Knowledge-sharing**	**Communication**	**Trustworthiness**
Feelings of belonging	**Feeling included**	**Organisational commitment**	**Positive attitudes towards teamwork**
Risk-taking	**Feedback-seeking**	**Challenging the status quo**	**Creative thinking**

(Newman et al., 2017)

Benefits of psychological safety for the organisation

Performance

Facilitates

Diversity

Creates

Inclusion

Allows for

Interpersonal risks

Mitigates

Psychological safety

Actions for Leaders & Managers to build a culture of psychological safety

Focus on creating the 4 different team environments:

Belonging

Do all team members feel…?

- Valued
- Supported
- Included
- Respected

Learning

Do all team members feel safe to…?

- Learn
- Grow
- Ask questions
- Admit & learn from mistakes

Contributing

Do all team members feel empowered to…?

- Contribute expertise
- Contribute ideas
- Contribute perspectives
- Take initiative

Sharing

Do all team members feel safe to…?

- Voice their opinion (speak up)
- Share feedback openly
- Disagree

(Adapted from Timothy Clark, 2022)

A – B - C

ASK

- **The team you are trying to support are the same ones who hold the answers**
- Reach out and ASK them. One size does not fit all
- Be open with the input you receive
- Be honest you will act on the input

BENCHMARK
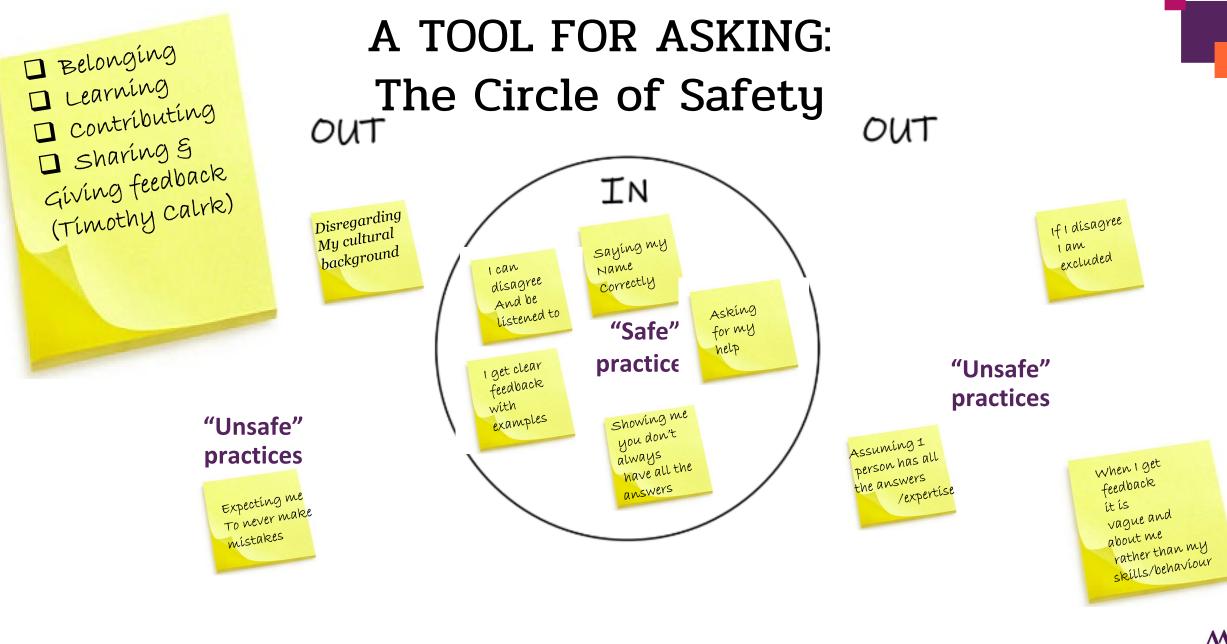
- The results may be surprising, stay true to the commitment you made to make changes
- Determine **together** where you are and where you want to get to. Paint the picture of what it will "look, sound and feel like"
- Monitor progress and hold each other accountable

CONSIDER (Power)

- Consider the element of power and how what is "safe" varies across difference
- The decisions of what behaviours are deemed safe need to apply to minoritized groups, not just to the majority in power
- "Are the decisions regarding what is considered psychologically safe being made by the majority in power and how do these decisions reflect difference?"

A TOOL FOR ASKING:
The Circle of Safety

OUT

OUT

Belonging
☐ Belonging
☐ Learning
☐ Contributing
☐ Sharing &
Giving feedback
(Timothy Calrk)

In

Disregarding
My cultural
background

I can
disagree
And be
listened to

Saying my
Name
Correctly

Asking
for my
help

If I disagree
I am
excluded

**"Safe"
practices**

I get clear
feedback
with
examples

Showing me
you don't
always
have all the
answers

**"Unsafe"
practices**

**"Unsafe"
practices**

Expecting me
To never make
mistakes

Assuming 1
person has all
the answers
/expertise

When I get
feedback
it is
vague and
about me
rather than my
skills/behaviour

(Tom Geraghty & Jade Garratt, Psych Safety by Iterum Ltd)

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Strategies that foster open communication, trust and collaboration

Audience to share
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to the question

Strategies that foster open communication, trust and collaboration

1. The Power of Language

"I am sorry", "I made a mistake", "I don't know/I don't understand (followed by) "tell me more – please share your opinion/expertise" "I need help / (your) help" " Its ok to make these mistakes, this is what we learn from them"

"Thank you for your contribution, its important because…"

"I/the team appreciates you because of who you are…. and what you bring…."

2. Active Listening

Seek to understand before being understood

Being truly present in the conversation 1-1 or in a group

Encourage more information to be shared

"Tell me more"

4. Leaning into Empathy

You may not connect to the other persons/groups experiences,

But you can connect to the feelings and emotions around it.

Resisting the "urge to fix" or to "silver lining" the situation

"That sounds hard, (I don't know what to say) , I am glad you told me" followed on by "what do you need?"

3. Being Non- Judgmental, Respectful and Validating of different experiences

" I want to understand more, What was x like for you"

Our Frame of Reference is our own and others have different frames of reference

"Thank you for sharing" and believing what you have heard to be true

5. Braving Tough conversations

Addressing issues in a timely manner

Clear is kind, unclear is unkind

Being strong on the message, and gentle and respectful with the delivery

6. Role modelling

"Do as I say, don't do as I do" is not efficient

Leading by example and showcasing the behaviours you wish to make part of your culture

We need to "do the work" ourselves, to do the work with others

Creating a more inclusive and positive culture!

Culture is...

NOT what is in the documents, policies, procedures.

It is the combination of everyday behaviours that happen (and are allowed to happen) consistently over time.

From leadership behaviours that are role modelled, how support staff are treated, how a LM handles a team member raising a grievance, how doctors treat their patients.

What happens day to day and what is allowed to happen day to day where you work? That's culture.

"*Consistency over Intensity*" (James Clear, Atomic Habits 2018)

Is key to building a sustainable psychologically safe culture and environment for staff.

Practical tips

Belonging culture

- **Adopt inclusive language** as an attitude and practice when interacting with others

- Provide **an environment that encourages people to connect** with each other

- **Appreciate and celebrate differences** as a source of value

Learning culture

- **Understand and respect** your team members' **learning styles and preferences**

- **Open up about your past failures or your learning experiences** to show your positive learning attitude to your team members (adopt a learning mindset)

(Adapted from Timothy Clark, 2022)

Practical tips

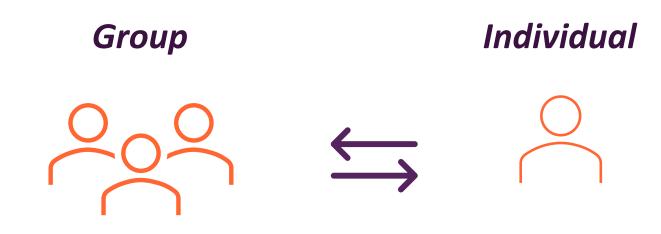## Contributing culture

- **Recognise and celebrate** your team's/team members' small wins or accomplishments to motivate them and enhance their engagement

- **Use a coaching approach** to help others resolve issues for their autonomy and independence

- **Give clear expectations** about each role to make it easier for your team members to contribute

Sharing culture

- **Encourage** and support your team members' **attempts to challenge the status quo** and show that you value critical questioning

- **Establish specific meetings to assess and analyse the current way of working** and provide explicit opportunities for innovative and challenging ideas

- **Establish a feedback culture** where feedback is delivered in a way that the recipient prefers

(Adapted from Timothy Clark, 2022)

Creating a psychologically safe culture is a group undertaking.

Group

Individual

Psychological safety, like trust, builds over time and needs <u>consistency and accountability to be sustained</u>

People change in 4 seasons and organisations do too:
*When they have hurt enough, they **have** to*
*When they see enough, they are **inspired** to*
*When they learn enough, that they **want** to*
*Receive enough, that they are **able** to*
- John C. Maxwell

Our work is built on the pillars of:

Inclusion and diversity
Combine the science of psychology and lived experience to create impactful, lasting change for businesses and people

Rigorous design and methodology
Evidence-based learning and growth journey which engages the business 'ecosystem'

Cultural/structural change
Change and coaching solutions that stimulate authenticity and empower change agents at all levels

Project management and tailored communications
Our project management office drives excellence in participant experience and business engagement

Thank you

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+44 (0) 330 133 0587

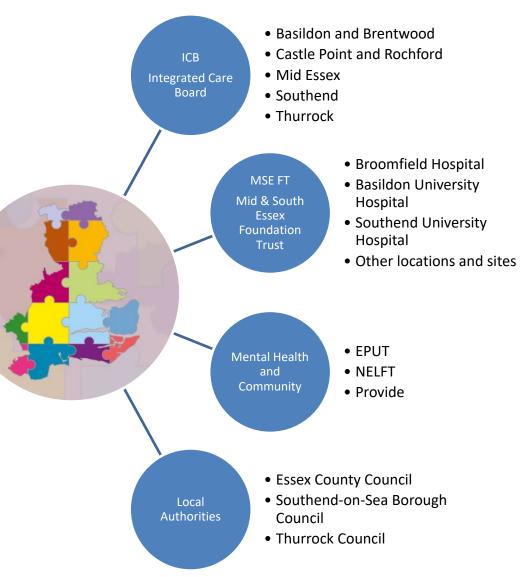# What are the benefits of psychological safety at work?

Who are we?

MSE ICS in numbers

78% of our people are female

51% for the local population

77% across the NHS in East of England

76% across the NHS nationally

33% of our people are BME

6% for the local population

31% across the NHS in East of England

30% across the NHS nationally

2.4% of our people identify themselves as LGBTQ+

2% across the NHS in East of England

2% across the NHS nationally

1.73% of staff in post are recorded as having a disability

5% across the NHS in East of England

5% across the NHS nationally

Staff Networks

Micro Incivilities – Pilot workshops
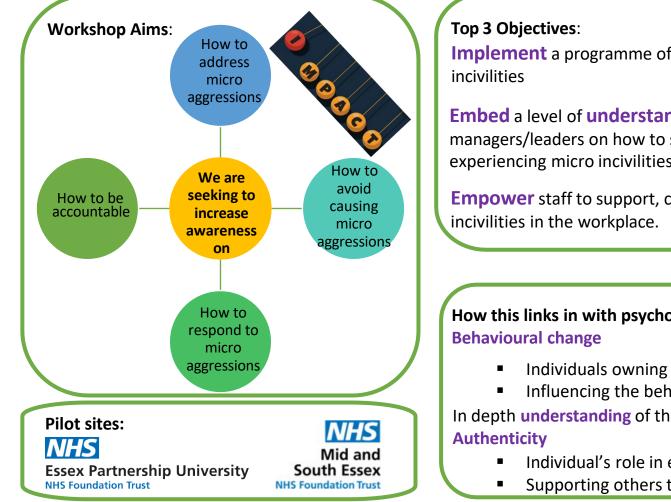
Mid and South Essex Integrated Care System

NHS Mid and South Essex

Workshop Aims:

- How to address micro aggressions
- How to be accountable
- **We are seeking to increase awareness on**
- How to avoid causing micro aggressions
- How to respond to micro aggressions

Pilot sites:

NHS Essex Partnership University NHS Foundation Trust

NHS Mid and South Essex NHS Foundation Trust

Top 3 Objectives:

Implement a programme of interactive workshops on micro incivilities

Embed a level of **understanding** for operational managers/leaders on how to support staff experiencing micro incivilities in the workplace
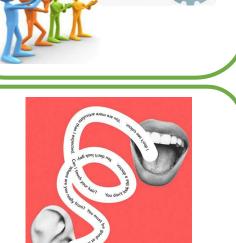
Empower staff to support, challenge and call out micro incivilities in the workplace.

How this links in with psychological safety for staff?

Behavioural change

- Individuals owning behaviours
- Influencing the behaviour of others

In depth **understanding** of the **impact** of micro incivilities

Authenticity

- Individual's role in enabling trust
- Supporting others to speak up

Expected benefits:

Panel session Q&As

- Paul Deemer, NHS Employers

- Sophia Kalpaka, Delta Alpha Psi

- Azmi Peerun, Mid and South Essex ICS

- Aliya Rehman, NHS Employers

Summary and close

Paul Deemer
Head of Diversity and Inclusion
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Thank you for joining us

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