

Change Idea Menu

In this document you will find a menu of all the change ideas tested by teams taking part in the Enjoying Work Collaborative. These have been linked to the primary and secondary drivers on the Collaborative's driver diagram which can be found on Enjoying Work website [here](#). These change ideas are either already implemented in services across the country or are being tested as ideas to improve wellbeing and create joy in work.

The change ideas presented here can serve as a menu for you to select from when your team establishes their priorities for areas of work and tests of change. It is not expected that every team or organisation will select every change idea to test as you will also think of ideas tailored to your staff, people who use your services and environment.

Primary driver	Secondary driver	Change ideas from participating teams
<p>Team culture</p>	<p>Having a work-life balance</p>	<p><i>Protecting time for breaks</i></p> <ul style="list-style-type: none"> • Adding protected time into calendar/diary for breaks. • Posters reminding team members to take their breaks, including ideas for how to spend your break. • Protected time for lunch away from desk and without interruptions. • Taking breaks to move during the day e.g. walking meetings, stretching. • Taking breaks and meals in a different physical space to the office/ward/space you work in. <p><i>Supporting staff to 'leave work at work'</i></p> <ul style="list-style-type: none"> • 'Leaving work at work' sessions provided by psychologist. • Not checking work emails outside of core working hours.
	<p>Everyone can share what is impacting their wellbeing, and be heard</p>	<p><i>Allocating space and time for staff to share challenges and provide feedback</i></p> <ul style="list-style-type: none"> • Changing the structure of a weekly meeting/huddle so that there isn't an agenda, but four quadrants, encompassing how people are, and giving opportunity to share successes and work concerns. The four quadrants are: how was your weekend; what's on your mind; little wins; anything else... • Online stress dump – a place for team members to share challenges, questions and things they are stuck on.

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	Everyone makes suggestions and tests ideas to make things better	<p><i>Structure for raising and solving small frustrations at work</i></p> <ul style="list-style-type: none"> • Pebble in my shoe - a structure for raising and solving small but irritating work issues. Where a team member has an issue (and a possible solution) they submit this to the project team through a form. The project team review the form and discuss if it is possible to rethink that process. Where possible, the team member is given permission to test a change of the process. If not, it is explained why so the staff member has an understanding. <p><i>Structure for highlighting and strengthening what makes a good day for staff</i></p> <ul style="list-style-type: none"> • Good day menu – team members compile a list of things that make a good day for each of them into a ‘menu’ which is visible to all team members. Team members can use this menu both to plan their day to ensure it includes some aspects of a good day (and add aspects of a good day to colleagues’ day) and use it to reflect at the end of the working day, using the menu to recognise things in their day that were good.
	Recognition and feeling valued	<p><i>Provision of refreshments/treats for the team</i></p> <ul style="list-style-type: none"> • Free breakfast provided to team members e.g., on one day a week. • Hug in a mug – treat-filled mugs given to team members.

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<p style="text-align: center;">Relationships and teamwork</p>	<p>Staff appreciation and celebrating successes in the team</p>	<p><i>Box/board/online tool to share appreciation for each other</i></p> <ul style="list-style-type: none"> • Best things about me & thank you boards – online boards where team members can add a ‘best thing’ about each person and a short ‘thank you’ to anyone on an ad hoc basis, to help individuals feel valued and boost team cohesion and morale. • Snap cup (1) – this asked members of the team to capture positive characteristics of their colleagues and to create a Yammer/online chat thread that gave praise to each of them. Comments are then read out at regular team meetings, giving recipients added kudos. • Snap cup (2) - a dedicated space in team meetings to give and receive appreciation for work people have done in the last week. 'Snaps' are submitted to one person before the meeting and then read out. • Wellbeing boards - team members add appreciative feedback about colleagues to the board (in the office), to highlight the good work the team are doing and celebrate each other. Comments are read out in monthly meetings. • Team tree of love - appreciate one another by sharing positive feedback/comments about a member of the team each week. Put a tree up (such as a tree metal frame) in the office where colleagues can attach their comments to. • Appreciation box (1) - staff add positive comments about colleagues to a box on the ward and hold monthly celebratory events to read out the comments and socialise (biscuits/cake are provided).

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		<ul style="list-style-type: none"> • Appreciation box (2) – staff add positive comments about colleagues to a box which is then handed round in team meetings and the comments read out, written on a whiteboard and shared via email. • Appreciation box (3) - the team write appreciations and put them into a box (which has pens and paper next to it) or email them to a nominated team member. They are read out in the team's weekly meeting and included in the minutes of the meeting. • Excellence nominations - MDT choose one person they feel has demonstrated Trust values and good practice across the previous week and the person is sent the nomination via email. <p><i>Regular time together to share positive feedback</i></p> <ul style="list-style-type: none"> • Sharing positives (achievements, positive feedback) and negatives (e.g. frustrations) from the week in Friday meeting. • Sharing three positives in team meetings, to boost morale and start things on a good note. Allowing everyone the opportunity to say something and share positives. • Adding a regular agenda item to monthly away days to celebrate wins and share something that has brought someone joy at work. • Little wins - the team acknowledge and share their successes and achievements in their weekly morning/Monday meeting, to create a good positive start to the morning/week. • Celebrating the good work of the team - add an agenda item to the team meeting to discuss plaudits and share

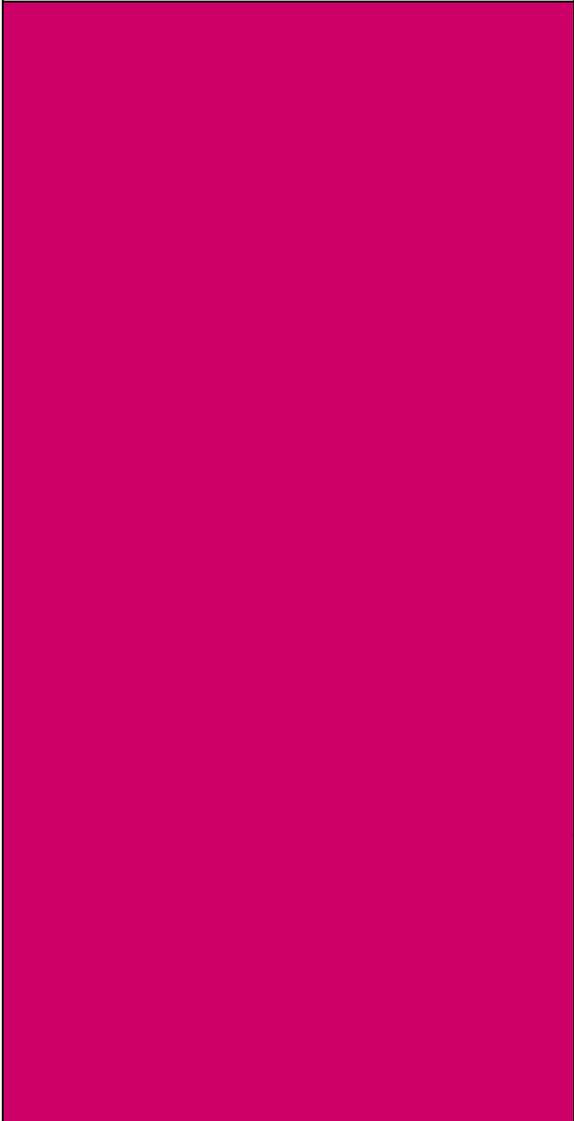
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		positive feedback from senior managers about the work of the team.
	Increasing connections and bonding as a team	<p><i>Networking</i></p> <ul style="list-style-type: none"> • Monthly coffee roulettes to give the team an informal, social space to build on existing relationships. Team members are randomly allocated to groups of 3-4 people and the group decides what they want to talk about (which can be work or non-work related). • Introduce new monthly meeting for regional heads and leads (either virtually or in-person if possible) to increase team connectivity and cohesion. <p><i>In-person get together</i></p> <ul style="list-style-type: none"> • Face-to-face meetings – regular (e.g. monthly) in-person meetings/team days. <p><i>Making time and space for non-work conversations</i></p> <ul style="list-style-type: none"> • Social Thursday – regular time each week for team members to meet and chat informally. • Wellbeing huddles – weekly or monthly virtual huddles led by a different team member each done who organise fun activities (e.g. quizzes, bingo). • Sharing board - a board in a communal area for staff to write their recommendations for books, films, TV programmes to share and build connections. • Change time and frequency of team teatime catch-ups, to increase the attendance rate. • Regular relax and chat sessions – optional, semi-structured sessions led by a ‘change champion’ who will make a loose plan for the session e.g. ways to get the conversation started, breakout groups.

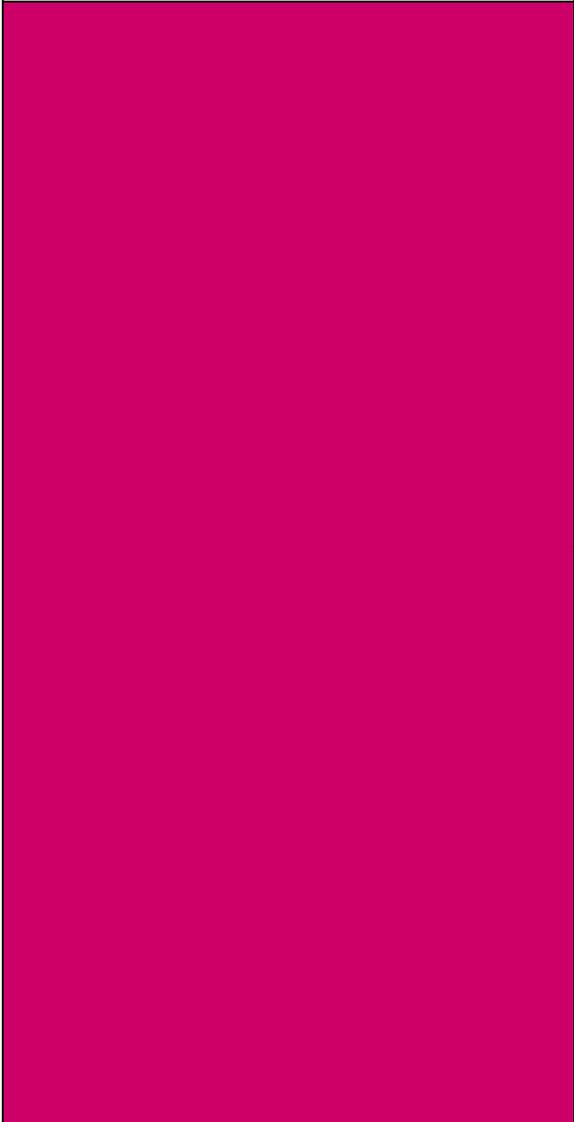
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		<ul style="list-style-type: none"> • Team newsletter - includes congratulations to staff and other staff news, an interview with a staff member, and other informal updates. Emailed and printed and put in staff room. • Team check-ins - weekly communal check-in on a Monday morning for the team to have a meeting separate from the weekly team meeting to discuss all things non-work related. • MS Teams (or similar) social communication channel. • Dressing up theme for one team meeting a month. • Reformat team meetings to have structured time for both work issues and fun items to help people get to know each other and connect while working from home. • Weekly sessions on a rota basis to share knowledge on a subject of a team member's choice (often not work related) to increase connection and get to know each other better. <p><i>Out of work socialising</i></p> <ul style="list-style-type: none"> • Staff night out to enable staff to socialise and bond. • Social events in person for the team, sometimes related to their work such as a trip to an exhibition of art created by people in prison or detained in mental health service. • MDT Bake Off and other social events, e.g., Secret Santa, to improve communication and morale within the team. <p><i>Celebrating staff birthdays</i></p> <ul style="list-style-type: none"> • Celebrating staff birthdays - a member of the team takes the lead on making the collection and buying a card/gift for a colleague (role to be rotated across the team).

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		<ul style="list-style-type: none"> • Birthday email - admin send a happy birthday email to each member of the team on their birthday. <p><i>Eating together</i></p> <ul style="list-style-type: none"> • Team coffee breaks. • Eating lunch together. • Matrons' tea round - matrons take tea/coffee and biscuits round to the wards and staff. • Shared breakfast once a month - in-person monthly team meeting held in a venue where team have breakfast together. Brings team together for a time that is not focussed on work.
Supporting staff	Making wellbeing business as usual	<p><i>Conversations about wellbeing</i></p> <ul style="list-style-type: none"> • Routinely asking about wellbeing and joy at work during 1:1 supervision with line managers. • Conversations about sleep hygiene - the team shares ideas for what helps and doesn't help them get a good night's sleep and writes them on a poster in the office. • Restructure an existing team meeting to make the session more engaging and informal and provide an opportunity for team members to be open about their workload and priorities (move away from a task focused session). <p><i>Walking meetings/taking a break from the screen</i></p> <ul style="list-style-type: none"> • Walk and talk sessions - arranging meetings away from the desk, to help the team to get to know one another better whilst getting away from the constraints of their desks (work or at home) and other distractions whilst

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		<p>getting some fresh air and exercise. Meetings can be work related and non-work related.</p> <ul style="list-style-type: none"> • Walking meetings - staff encouraged to join meetings virtually whilst on a walk, do joint meetings outside (e.g., staff supervision). • Walking visits – staff offer short walks whilst on visits with service users. <p><i>Allowing for breaks in between meetings</i></p> <ul style="list-style-type: none"> • Reducing the standard length of meetings e.g., 30mins reduced to 25min, 1h reduced to 50min. • Shorter meetings - adopt 20- or 50-minute meetings (instead of 30/60 mins) to allow for comfort breaks and cups of tea on those really busy days. • Fab five – in the time gained from shorter meetings (see above) use five minutes between meetings for wellbeing. <p><i>Wellbeing champions/buddies</i></p> <ul style="list-style-type: none"> • Wellbeing buddy – new starters to the team are allocated a buddy to provide support when they start. • Wellbeing champion – team members who advocate and drive your Joy in Work project and other ideas to improve wellbeing. <p><i>Physical activity</i></p> <ul style="list-style-type: none"> • Step challenge – setup a daily or weekly step challenge for team members to improve physical and mental wellbeing. • Dedicated time for breaks to step away from desks and go for a walk that is blocked out in peoples' diaries.

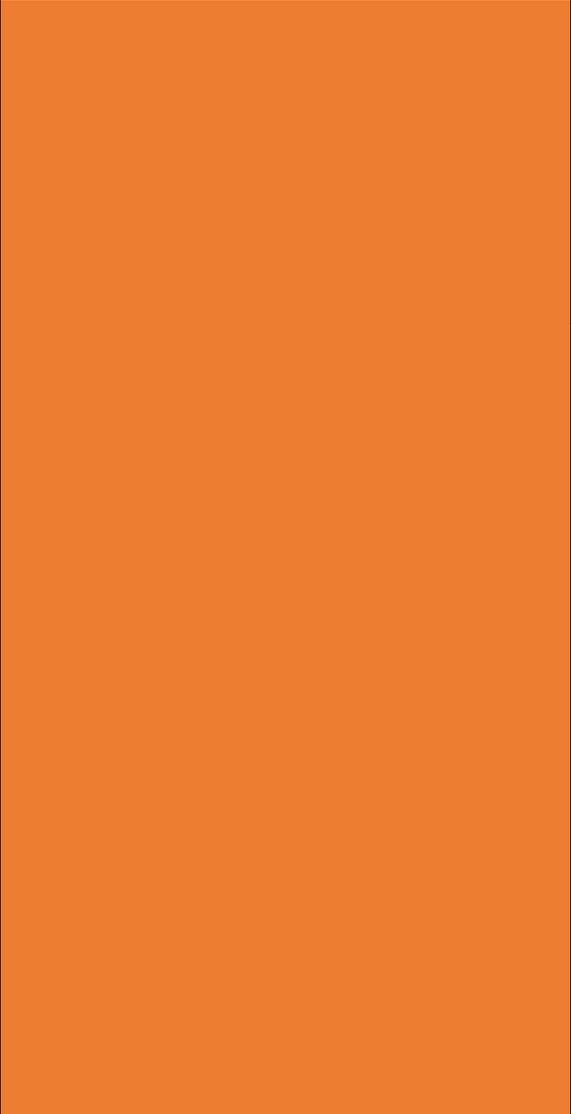
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	Protected time to focus on wellbeing	<p><i>Wellbeing sessions/promoting wellbeing</i></p> <ul style="list-style-type: none"> • Fast-15 catch ups – daily 15min call with team members which is a mixture of work and wellbeing focused sessions. • Create wellbeing spaces such as wellbeing workshops facilitated by an external provider. • Team mindfulness sessions. • Weekly wellbeing hour – each team member has an hour in work time to use for their own wellbeing and can decide when to use this. <p><i>Flexible working</i></p> <ul style="list-style-type: none"> • Flexible working to enable staff to engage in wellbeing activities during the working day.
	Opportunities for individual growth and development	<p><i>Sharing examples of good practice/lessons learned</i></p> <ul style="list-style-type: none"> • Team meetings are extended (every two weeks) for the team to share learning e.g. learning from complex cases • Examples of good practice and lessons learned are shared following the completion of projects to celebrate successes and support professional development. <p><i>Career clinics</i></p> <ul style="list-style-type: none"> • Career clinics – bi-weekly sessions supported by senior management to explore career development, progression, and strategy relevant to their job role. Used to show staff available opportunities within the organisation, and improve retention and motivation.

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		<p><i>In-house learning (learning sessions or visits to other teams)</i></p> <ul style="list-style-type: none"> • Rest & Reflect - half hour relaxed learning opportunity with structured discussion and treats. • An online board for people to note down what they wanted to learn about or what they could offer to teach e.g., 'Excel tips and tricks' or 'how to use X'. Sessions were then scheduled to provide opportunities for the team to learn from one another. • Arranged/Increased visits to other sites and similar services in region to experience how other teams work, share learning and take ideas back to own practice. • Extra 30mins gained from keeping morning meeting to a set time (see 'Ways of Working – Reviewing and improving how we do things' section below) now used for team knowledge share or mindfulness session. <p><i>Regular attendance and presentations at conferences</i></p> <ul style="list-style-type: none"> • Establishing regular attendance and presentations at conferences - helps provide a sense of achievement, increase motivation to engage in research, and build networks in fields of interest.
	Improving the staff environment	<p><i>Improving the physical environment for staff</i></p> <ul style="list-style-type: none"> • Wellbeing room on site for staff. • Create a rest space for staff – for areas with no staff room, e.g., some inpatient wards, team members identify a room that can be turned into a rest space for staff. • Improve outdoor spaces e.g., install patio space, picnic benches.

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		<ul style="list-style-type: none"> • Green spaces development to improve staff facilities. Service acquiring funding for green spaces, an increase in outdoor seating, bin storage, and clear up of garden areas to make spaces appealing for staff to use. • More plants in office - team members encouraged (and given permission) to bring in plants to the office to improve the shared environment. <p><i>Increasing availability of refreshments</i></p> <ul style="list-style-type: none"> • Install coffee machine in a shared space. • Provide a snack and drinks station for use by staff. <p><i>Improving equipment for the environment</i></p> <ul style="list-style-type: none"> • Provide standing desks as an alternative way to work.
	Time and space for reflection	<p><i>Protected time for individual and team reflection</i></p> <ul style="list-style-type: none"> • Creating regular space and time for individual and team reflective practice. • Book reflective time – team members book dedicated reflective time in their diaries on a weekly basis. Individuals can also use MS focus time and MS Viva Insights to book dedicated reflective time in team diaries each week. • Reflection hour once a week - individuals encouraged to find an hour each week and can use this how they want. • Regular team catch-ups with senior members of the team during periods of transition – provides space for discussion and reflection, answer questions, discuss uncertainties and how the team are feeling, ensure they have the information they need.

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		<ul style="list-style-type: none"> • Include a reflective space in existing team meetings • Share & support sessions – informal reflective sessions for peer support. Separate simultaneous online and in person sessions. • Huggles - short 15-30 minute drop-in sessions twice a week, originally provided for admin staff to discuss/debrief following challenging conversations with service users and friends/family/carers.
Ways of working	Communication within the team	<p><i>Improving communication within the team (clinical teams)</i></p> <ul style="list-style-type: none"> • Mid-morning (mid-shift) with the nurse in charge introduced to efficiently communicate key information about patients. • Communication book (1) – used to communicate key information for staff that forms part of handovers, particularly for out of hours shifts. • Communication book (2) – a place for staff to write jobs for doctors to avoid repeatedly disturbing staff or spending time trying to find them. • MDT contact sheet - a new page within each patient's notes with details of the MDT members involved in that patient's care, to enable easier communication within the team. • Introduced the use of MS Outlook (virtual) diary management for team members to improve communication and overbooking.

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		<p><i>Improving communication within the team (non-clinical)</i></p> <ul style="list-style-type: none"> • WhatsApp group started for each team/region to provide an informal space for chats, check-ins etc to help build relationships within the team and to provide support for each other. • Project tracker document - for teams made up of several smaller teams working on various projects, the tracker helps to share their great work, keep up to date on progress and streamline project meetings. • Weekly brief meetings - to start the week and share team priorities, enabling team members to share what they are working on/planning to work on helping the team to work more effectively and support each other when possible. • Vlogs to promote and share progress of enjoying work project which are shared in a monthly briefing.
	Flexibility in how the team works	<p><i>Flexibility on working pattern</i></p> <ul style="list-style-type: none"> • 9-day fortnight – opt-in style of working to support individual needs and preferred ways of working.
	Shared goals, meaning and purpose	<p><i>Coming together to reflect on team/organisation goals, meaning and purpose</i></p> <ul style="list-style-type: none"> • Team away day to reflect on their identity and purpose, to enable them to understand the value of their contribution and how it aligns with the organisation's values. • Round table events - all members of the team (in small groups) share their feedback on:

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		<p>1) When thinking about work, what is important to you?</p> <p>2) What can our team do differently to ensure we create the best place to work?</p> <p>3) Imagine there are rules in place stopping the team from being the best place to work, what rules do we need to break?</p>
	<p>Reviewing and improving how we do things</p>	<p><i>Changing existing processes for clinical work</i></p> <ul style="list-style-type: none"> Reinstating patient allocation - nurse in charge to allocate 3 patients to each HCA, based on complexity. HCAs to be responsible for patient care as well as documentation. <p><i>Improving induction and information about the team/service</i></p> <ul style="list-style-type: none"> Reworking and updating the Standard Operating Procedures of the team to provide greater clarity on team processes, structures, and roles. Redesigning induction process – revising information given to new starters, allocating a buddy, creating an induction timetable. An example induction checklist made by Tower Hamlets CAMHS (East London Foundation Trust) can be found here <p><i>Changing the duration and/or structure of meetings</i></p> <ul style="list-style-type: none"> Increase use of virtual tools such as Jamboards during meetings - helps to provide another way for people to communicate virtually, share ideas and make meetings more interactive.

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		<ul style="list-style-type: none"> • Setting agenda items as questions - designed to focus discussion during meetings with multiple items and encourage development of actions. • Team meetings led by a chair and kept to an agreed length of time – useful when meetings become less focussed and are easily moved away from an agenda resulting in longer and less useful meetings. <p><i>Protecting time for planning and focused tasks</i></p> <ul style="list-style-type: none"> • Diary blocking - team members blocked out time in their diary for focused work, or blocked out 'do not schedule' time to leave room for lunch and ensure back-to-back meetings were avoided where possible. • Booking planning time in diaries - use planning tools such as MS focus time or MS Viva insights to automatically block out planning time in diaries. <p><i>Changing processes to support staff to take annual leave</i></p> <ul style="list-style-type: none"> • Improving assessment rota so staff can effectively take annual leave. Redesigning rota systems to identify where team members could have admin days, avoiding multidisciplinary meeting days, where staff have shared care, or 'assessment day's'. Creation of a blank rota system allowing for staff to complete this, reflecting information such as training/study days or annual leave. <p><i>Use of data to promote learning</i></p> <ul style="list-style-type: none"> • Ideas to improve data collection – include information about improvement project and data collection in induction for new starters, weekly calendar reminders,

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		reminders in weekly 1:1 supervision, complete data collection together in team meetings.
	Personal safety	<p><i>Improve physical safety of staff</i></p> <ul style="list-style-type: none"> • Promote safety at work through the provision and use of personal alarms (clinical teams).