

# #LookingAfterYouToo: individual coaching support for primary care staff

Report following the first month of delivery since launch on 24 April 2020

NHS England and NHS Improvement



**Looking after you too**

#LookingAfterYouToo: Coaching support for primary care staff



# Background

- Recognising that frontline primary care staff are facing unprecedented challenges through Covid-19, a programme offering individual coaching support was launched on 24 April.
- The aim is that this service will support psychological wellbeing and resilience among staff and provide them with opportunities to process experiences, develop coping skills, deal with difficult conversations and develop strategies for self-management in difficult circumstances, so that they can continue to deliver high quality care to patients.
- Anticipated outcomes include:
  - Staff feel supported to continue through the Covid-19 crisis and their wellbeing and resilience is supported, limiting absenteeism and burnout
  - Staff feel listened to
  - Staff feel able to move on

# What is the offer?

- Staff can book sessions online at <https://people.nhs.uk/lookingafteryoutoo/> at a time to suit them and the coaching is delivered in their preferred format, via video link or telephone, by highly trained, experienced coaches.
- Staff can access a one-off session or an initial session and up to 2 follow-up sessions.
- The offer is open to all staff working in frontline primary care, whether directly employed by an NHS primary care organisation, or whether delivering a contract on behalf of the NHS. The involvement of their employer is not necessary.
- A programme of evaluation is running in parallel with the service and a baselining exercise including a comparison sample has taken place, so that we will be able to measure the impact of the service.
- Individual supervision is a requirement for all coaches delivering the service and an additional coach learning set programme has been established, to support the wellbeing of the coaches and to inform continuous improvement of the programme.

# The service delivery model

## How the service works

<b>Easy booking process</b>	online platform (mobile friendly) embedded within people.nhs.uk webpages
<b>Immediate</b>	available on the day that it is requested or within 24hours
<b>Virtual</b>	video-call through computer or mobile phone – or telephone (less preferable)
<b>Flexible</b>	offered at times that are suitable for staff (0700-2200) in a variety of delivery formats (e.g., 30 minutes, 1 hour, once off sessions, in a series of 3 sessions, etc)
<b>Client-led</b>	staff determine the amount and kind of coaching support they need

# The service delivery model

## Coaching approach



### **In the moment**

the coaching will be offered in a flexible way, addressing current needs rather than be geared towards a long term goal or programme of development.

### **Context sensitive**

the coaching will be delivered by coaches who appreciate the huge demands, uncertainty and stress that staff currently face

### **Psychological safety**

the coaching will provide a space to engage with strong emotions and difficult experiences without becoming counselling

### **Proactive**

the coaching will be orientated towards proactively supporting people to take care of themselves and develop practical strategies for coping

### **Supportive challenge**

when appropriate the coaching will supportively challenge people to manage what's in their control in order to build self efficacy and enhance resilience

### **Joined up**

the coaching will operate in alignment with other relevant COVID-19 workforce response projects, with clear sign-posting for accessing wellbeing and resilience resources and referral paths for more therapeutic interventions when needed

# How was the service developed?

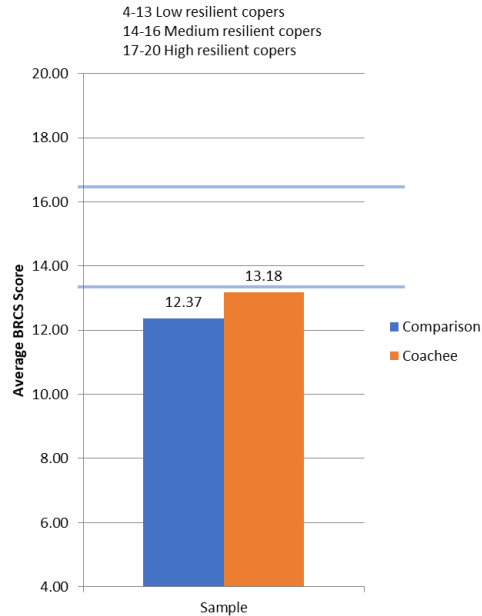
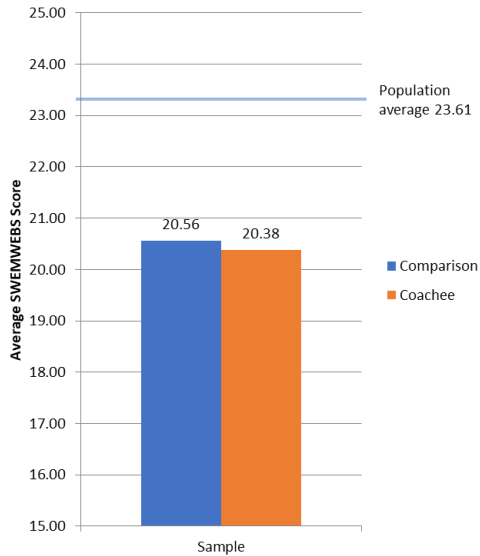
- The service was developed in collaboration with the Royal College of General Practitioners and complements the wider range of health and wellbeing resources launched at [www.people.nhs.uk](http://www.people.nhs.uk).
- The draft approach and service delivery model was tested via a webinar with end users and two webinars with prospective coaches before being finalised for launch.
- Launch was supported by a comprehensive programme of communications which included:
  - appropriate channels of partner organisations such as NHS Confederation and RCGP, to include Clinical Director networks and wellbeing networks
  - NHSE/I Primary Care bulletin (over 19k subscribers from a wide variety of primary care organisations)
  - Nikki Kanani and Ed Waller general practice webinars (circa 1,500 attendees)
  - Other networks known to NHSE/I, including non-clinical and clinical leadership networks, Time for Care networks
  - Comprehensive social media coverage
  - Onward sharing through primary care organisations beyond general practice, to include pharmacy and dentistry

# Evaluation

- NHS England and NHS Improvement has commissioned the Institute for Employment Studies (IES) to conduct evaluation activities on its behalf. IES is an independent, not-for-profit research institute that specialises in evaluation and research on employment and HR matters.
- The evaluation aims to explore:
  - How the individual coaching support offer can be improved
  - Whether the individual coaching support offer made a difference to staff delivering primary care
- Two baseline surveys were administered to capture the wellbeing and resilience of the primary care workforce as part of the evaluation of the NHS' coaching initiative. One survey was issued to any individual when they signed up to the coaching platform. The other was conducted by IES to use as a comparison sample.
- Using two well-validated scales: the short Warwick-Edinburgh Mental Well-being scale (SWEMWBS), and the Brief Resilience Coping scale (BRCS), the results provided an insight into the wellbeing and resilience of employees at the baseline of the coaching initiative.



# Evaluation – Baseline Survey Findings

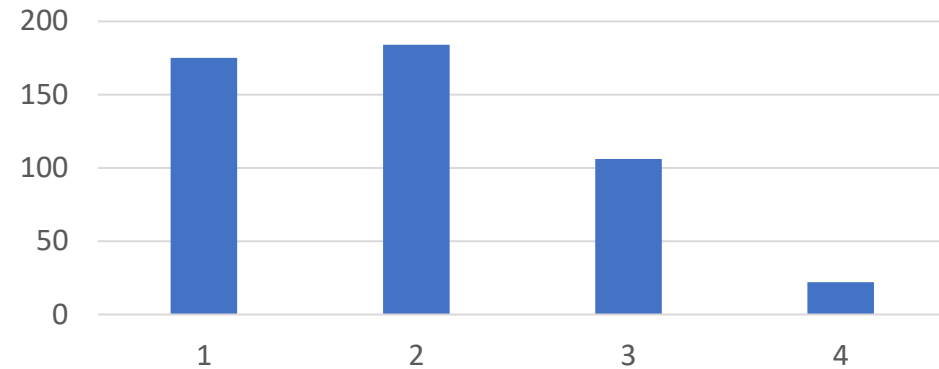


- The findings indicate before-coaching measures. This approach will allow us to determine whether coaching enables a steeper rise in levels of perceived wellbeing and resilience among coachees than among the comparison group (or a lesser fall).
- Baseline findings indicate that the primary care workforce as a whole, as well as people coming forward for coaching, have low levels of perceived wellbeing and resilience, with perceived wellbeing way below population averages in pre-COVID times. This reinforces the need for the kind of service that #LookingAfterYouToo offers. Wellbeing of coachees was low but similar to that of the rest of the primary care workforce.
- There are no significant differences between the pool of coachees and the wider primary workforce in terms of their perceived wellbeing and resilience, so no adjustment will be needed at a later follow-up stage.
- The highest number of staff accessing the service were from London (26%) and the Midlands (23%).
- The smallest proportion of coachees were from the North West (6.6%), followed by East of England (7.8%), and the North East and Yorkshire (9.9%).
- GPs were the highest group accessing the service (32%), followed by Practice Managers/other Managers (14%) and Practice Nurses/Advanced Nurse Practitioners (13%), although a range of roles, both clinical and non-clinical, across primary care have accessed the service.
- Resilience was significantly higher for coachees who worked as GPs compared to those working in Nursing and Health Care roles.

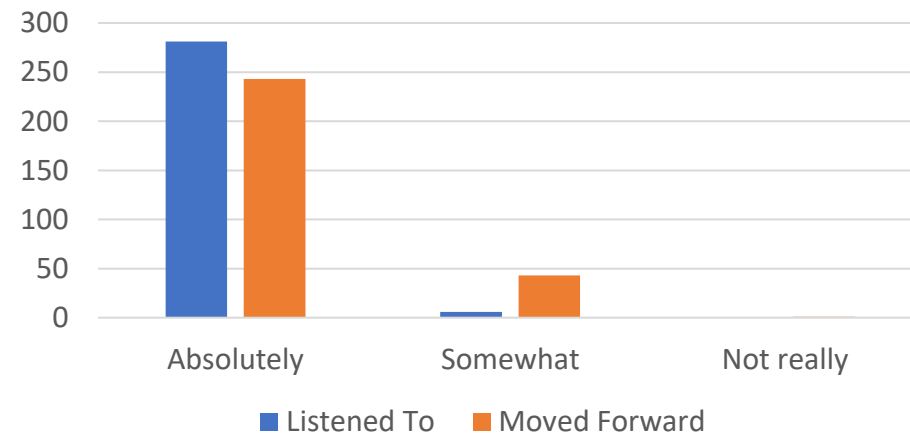
# Coaching delivery

- 1104 sessions were booked in the first month
  - 611 sessions were completed
  - 64% of coachees ask for additional sessions
  - 100% positive qualitative feedback
- Following each session, individuals are asked to rate:
    - Did you feel listened to and supported?
      - Absolutely 281
      - Somewhat 6
      - Not really 0
    - Did you feel able to move forward?
      - Absolutely 243
      - Somewhat 43
      - Not really 1

Number of sessions per Coachee



Feedback

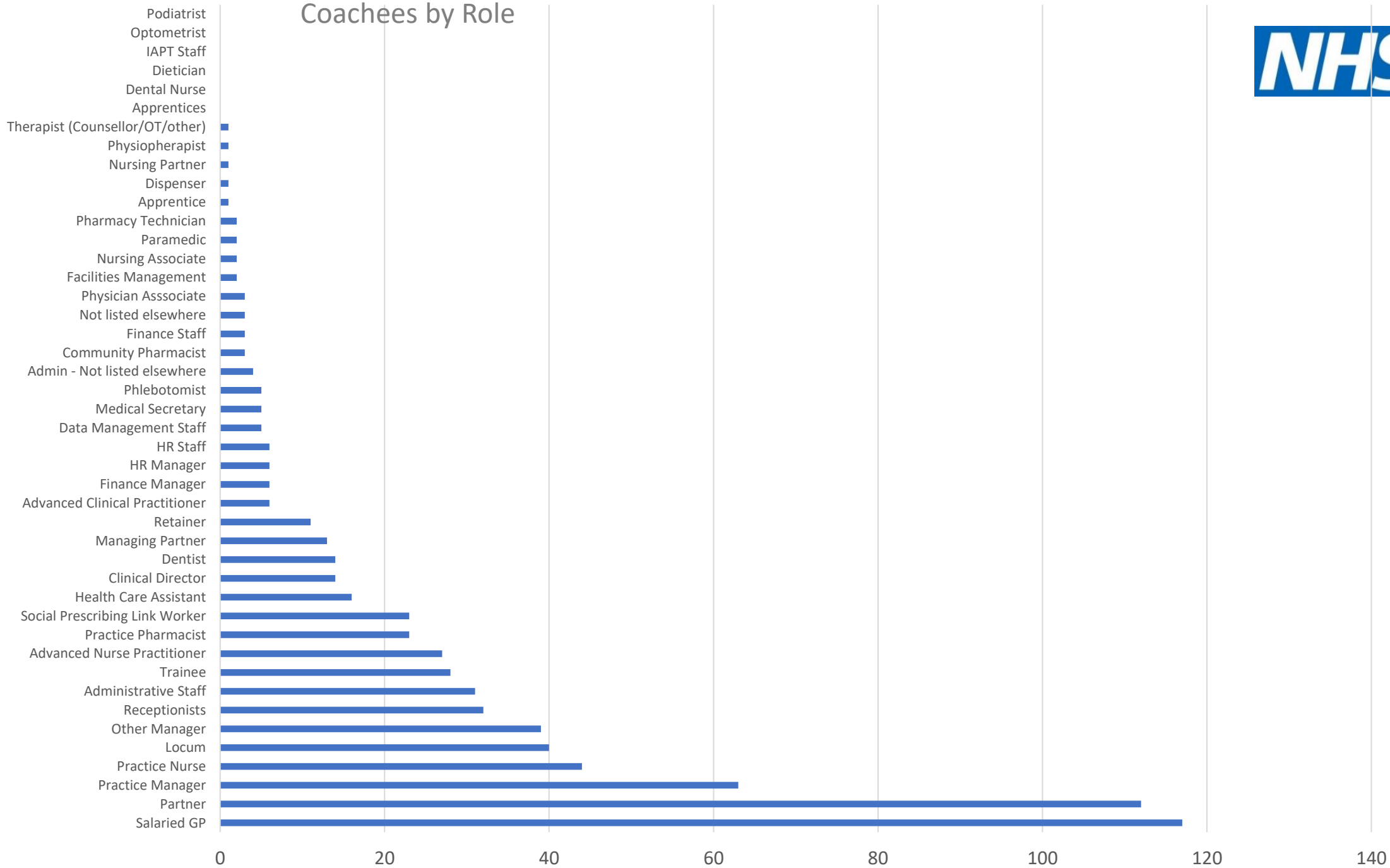


Data covers launch on 24/4/20 to end of 23/5/20

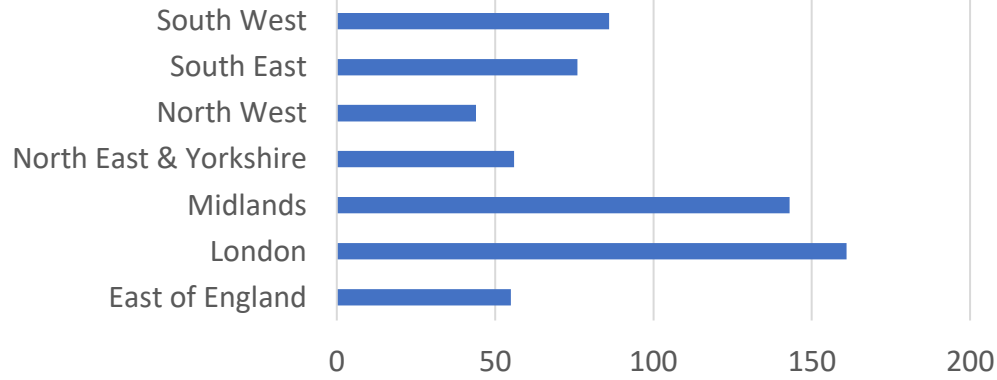
# Qualitative feedback

- More than 150 comments on the service have been received from coachees, all of which have been positive. The following comments are typical:
  - “Utterly outstanding”
  - “Very helpful in a very difficult time”
  - “I am so grateful for this support”
  - “Brilliant”
  - “This session made a huge difference to me and I am very grateful. I work in a GP practice 4.5 days per week and a COVID hot hub 2 days per week. I've of course been isolating from family and friends. At the practice there is a lot of social deprivation, poverty, drug, alcohol and mental health issues. There is also unfortunately a lot of aggression from patients, and it was really affecting me as I felt like a punch bag. Often I was the only Dr working as the others had to isolate or quarantine for various reasons. I was thinking of quitting after the pandemic. The session was a huge relief and felt like magic. It helped change my perspective. It felt like a weight was lifted, and I was able to tune into my strength and sense of compassion again, and remind me why I wanted to work where I do. The morning after the session, I messaged my loved ones to say that it was the first time in a while, that I hadn't gone to bed crying and woken up crying. So thank you for this service, and thank you [coach], you are an angel and super hero.”
  - “Really insightful and helped to refocus”
  - “So much better than counselling as we didn't spend lots of time discussing the reasons for my difficulties but got straight to the point of changing things for the better.”
  - “Feeling more positive even after 1 session”
  - “Allowed me the time to find my own solutions”
  - “I think this is a wonderful opportunity for primary care staff to receive coaching support during such a difficult time. It helped me to realise that I am actually managing and coping really well and already have a lot of the tools I need to survive and thrive.”
  - “I was amazed at how much we achieved in just 45 minutes”
  - “Got some positive steps to try and take forward and things to do before the next session. Thank you!”

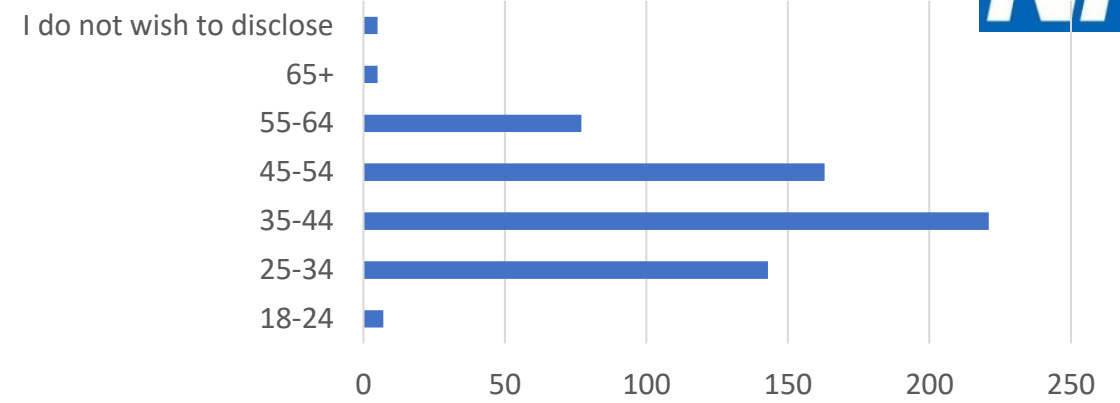
# Coachees by Role



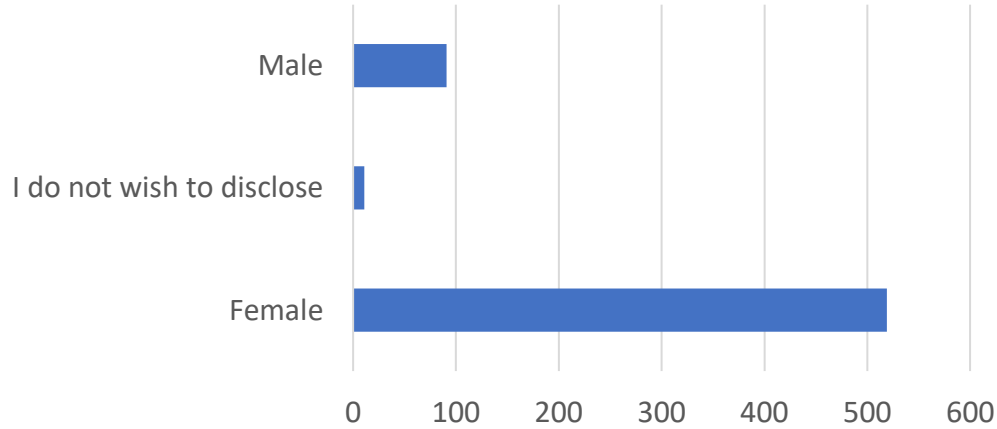
### Coachees by NHS Region



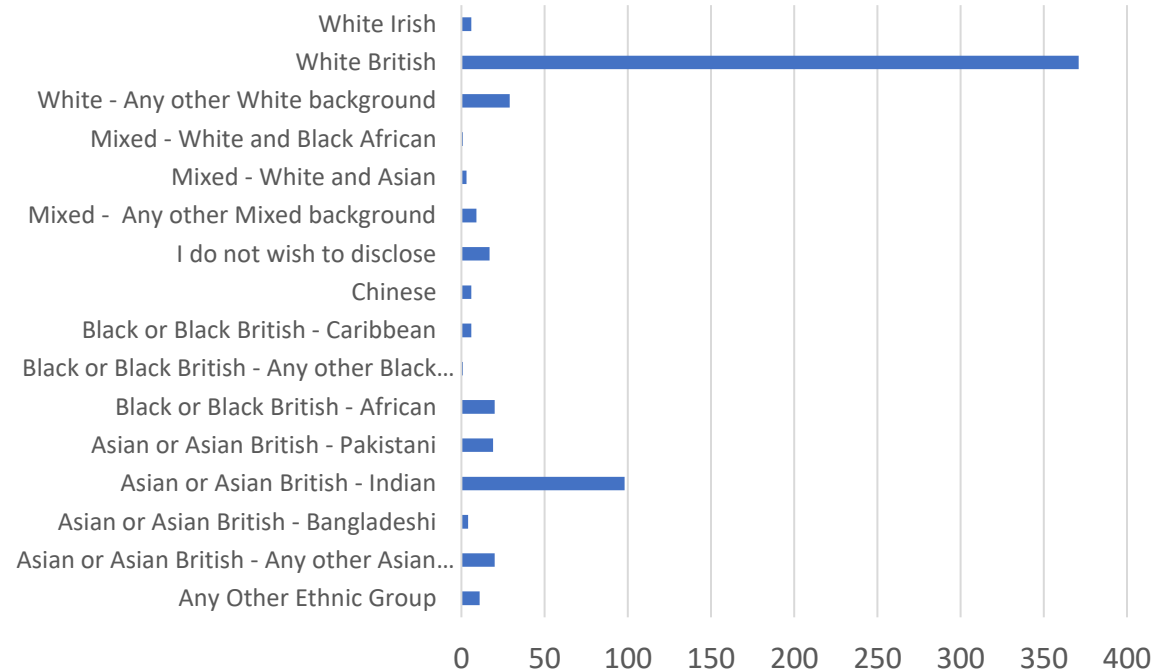
### Coachees by Age Group



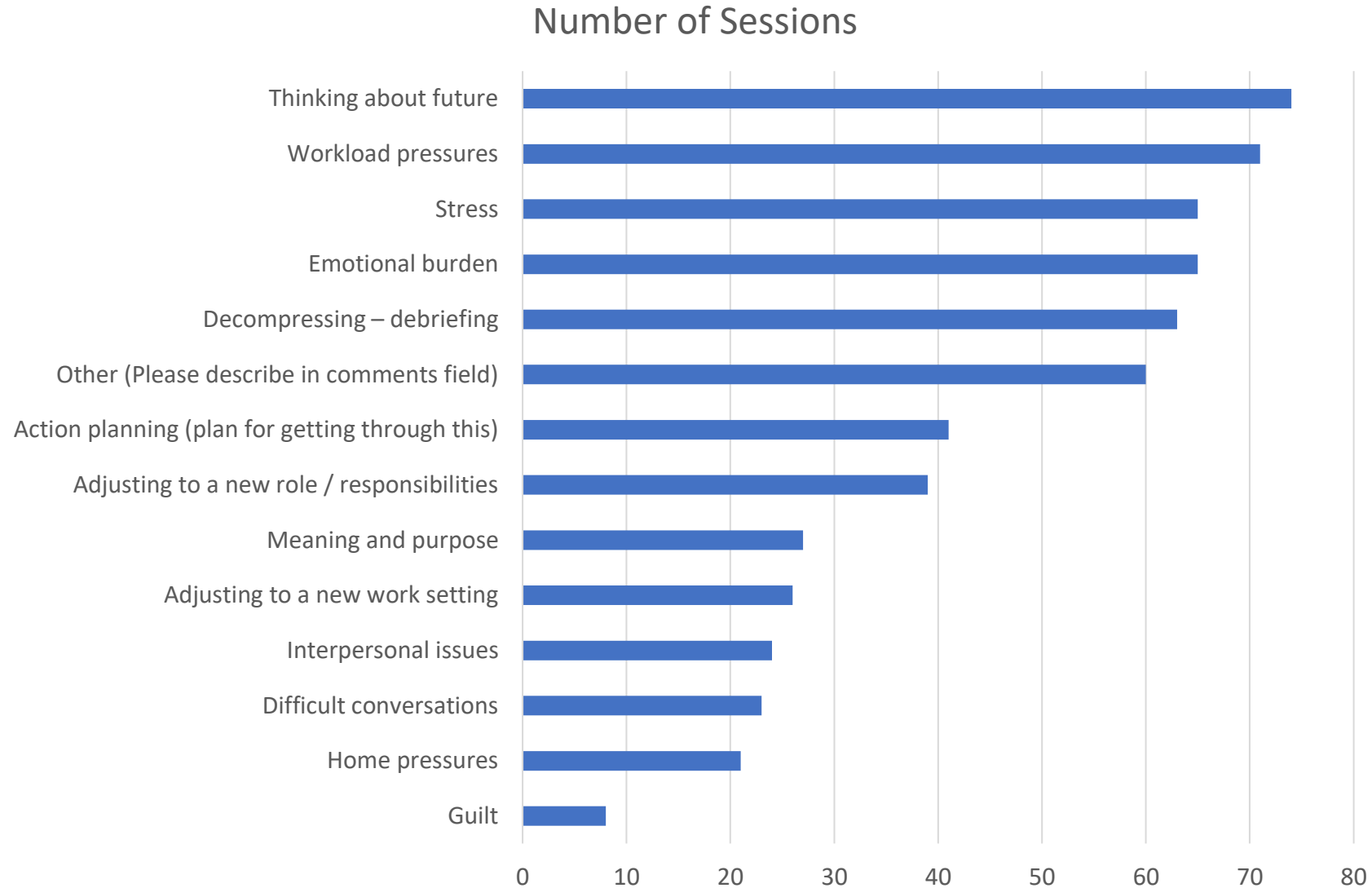
### Coachees by Gender



### Coachees by Ethnicity



# Key themes of coaching sessions



# Building communications

- Baseline survey findings indicate that the primary care workforce as a whole, as well as people coming forward for coaching, have low levels of perceived wellbeing and resilience, way below population averages in pre-COVID times. This suggests that the drop in bookings is not because the service is not needed, but because more people need to be aware of it.
- A spike in bookings on 13 May correlates with publication of a positive article in Pulse, indicating that further communications may increase uptake.
- Spikes in activity on the webpage correlate with communications activities.
- The refreshed communications strategy will be driven through the channels used at launch of the service and key messages will focus on sharing the positive experiences of coachees so far.
- A poster has been developed, to be made available as part of the communications, so that places of work can display the offer <https://people.nhs.uk/download/2949/>
- We will consider how the revised communications strategy can address less represented roles and under represented groups.

## #LookingAfterYouToo: individual coaching support for primary care staff

Recognising the challenges currently facing frontline primary care staff, both clinical and non-clinical, the #LookingAfterYouToo individual coaching support service was launched on 24 April, to provide staff with opportunities to process experiences, develop coping skills, deal with difficult conversations and develop strategies for self-management in difficult circumstances.

One month since launch, we wanted to share back with you what people are saying. 611 sessions were delivered in the first month, all coachees said they had felt listened to and supported and more than 99% said they had moved forward. We've received more than 150 positive comments, a few of which are below. We'll be sharing more of these on social media over the next few days, so keep a look out.

### What next?

Our baseline survey suggests that the need for this service is as strong as ever as the challenges for primary care staff continue, so we'd like your help in getting the message out so as many people as possible can benefit. **Could you display a poster in your place of work?** Download one here: <https://people.nhs.uk/download/2949/> and please do share this offer among your colleagues.

### How to access coaching support:

Book your session at a time to suit you at <https://people.nhs.uk/lookingafteryoutoo>. Sessions are available 7 days a week, by video or telephone.

### Some of the comments we've received so far:

"I was highly impressed that I could access the services of somebody of such impressive calibre" (*Partner*)

"It has galvanised me from a dark place and allowed me to start sifting the wood from the trees" (*Dentist*)

"These sessions have been extremely useful to help me manage difficult emotions" (*Paramedic*)

"It was a safe space to air my concerns and be able to reflect on them. I think this service is vital, thank you for providing it" (*Social Prescribing Link Worker*)

"The best 45 minutes I have had invested in me in a long time" (*Practice Manager*)

"Thank you, my quality of life already is improving. These sessions are so valuable" (*Practice Nurse*)

"I would wholeheartedly advise anyone...to access this service." (*Administrator*)