Your People Matter

Supporting Workbook

Building healthier teams

"It's really important that people realise
they are part of a network within UHB,
we have 22,000 employees. That is massive.
The influence that each employee has
within the UHB network shouldn't be
underestimated."

– Louise Milligan, Deputy Director of Nursing in Emergency Care

Getting the most out of this workbook

☐ Print out this workbook to aid in your reflections

☐ Take a few minutes to watch the episode

☐ Review the actions to take throughout the workbook

☐ Reflect on the key phrases that stand out to you

☐ Think about how you can apply that to your team

▶ **Watch the Episode Again**

"If people feel like they matter when they come to work, they will look after our patients and that's the most important thing."

About this quote

Moving to a new team where Louise didn't have the clinical experience to match her team (specialist, Neo-Natal unit), she found non-clinical ways to gain their trust. Louise thought about how she could gain credibility to enable and build that trust. Louise did this by focusing on looking after her people, really getting to know them and understanding their roles, difficulties, and challenges. She made sure her team knew that what they do matters…to her, the team and above all, to patients.

Key actions to take / reflect on

☐ Take time this week to remind your team how what they do matters

☐ Show them how their personal activity and workload supports patient care

☐ Acknowledge each person's individual contribution

☐ Say thank you where someone's done something that's made a difference

"If something has happened, actually taking time to stand back and think about what's driven that, rather than going in all guns blazing and potentially taking it down the wrong route."

About this quote

Louise used the opportunity to really get to know her team, their roles and all that entails. That way, if something does go wrong or she has to tackle a difficult subject with a member of her team, she does it knowing fully what might be influencing the situation. Louise also took time to show her team what's really important and what's driving the conversations across the team, relating them all back to patient care.

Key actions to take / reflect on

☐ Think about the situations recently where you took a step back, or perhaps needed to but didn't

☐ Consider if you need to modify your approach

☐ Reflect on whether you know your team well enough and fully understand their pressures

"**Visibility** is a really key important feature of being a leader. The more you are there with your teams, the more they have faith that you understand the difficulties that they've got, or some of the positive experiences that they've had in their day."

About this quote

Louise knows her team inside out and makes sure they recognise how close she is. Now, when she has to make changes to move services forward, her team understand and it's easier for them to support it. They know she understands them and their roles: the challenges as well as the exciting parts.

Key actions to take / reflect on

☐ Take some time to review the amount of time you are with your team

☐ Use team meetings and 1:1s to acknowledge how tough things can be

☐ Highlight to the team when you see a positive experience during the day

☐ If change is coming, ensure you take time to listen to the team's concerns

"The more teams feel part of the Trust, the further teams will go in moving forward the services for patients."

About this quote

Louise recognises the importance of her team feeling part of a wider team at UHB. She actively seeks out opportunities to promote her team's work, in the paediatric division and in the wider Trust.

Key actions to take / reflect on

☐ Think about the divisions or departments that you have little or no contact with, and make a connection

☐ Find out which members of your team have worked in different parts of the Trust and ask them how you might collaborate

"For me, a member of staff that comes into work, does their job and goes home again feeling like actually, it didn't matter that they'd come in today…I don't want any member of my team to feel like that."

– Louise Milligan, Deputy Director of Nursing in Emergency Care

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