

CASE STUDY: LOOKING AFTER ME, LOOKING AFTER YOU; COGNITIVE BEHAVIOURAL THERAPY AND IMAGERY TO IMPROVE STAFF WELLBEING

Looking After Me Looking After You (LAMLAY) was a pilot study launched by Lancashire Care NHS Foundation Trust in 2012 to explore whether using Cognitive Behavioural Techniques (CBT) and Imagery work could improve staff health and wellbeing.

In developing the Trust's Health and Wellbeing Strategy, it was determined that there was a need for a bespoke intervention to improve the mental wellbeing of staff and to reduce stress, which had been identified as a common cause of absence. Thus the Trust's health and well-being strategy was the main driver in developing this work.

Furthermore, reports of poor care within the NHS placed emphasis on improving staff wellbeing, which has been evidenced to have a direct link to patient care and experience.

Many programmes focus on person-centred care and lean, productive environments, but this programme focused on enabling individual, front-line staff members to improve their own self-management skills, with a view to enhancing their psychological well-being.

Lancashire Care and NHS North West recruited 117 participants to the LAMLAY course from both clinical and corporate settings. A third of participants were recruited through open invitations to all, although the remainder attended as a result of specific requests from teams within Lancashire Care. Specific team requests included; assistance with managing workload and change, and developing better team functioning.



Key Outcomes

- The course was completed by 91 participants out of 117 (none of whom missed more than one session), giving a completion rate of 77.8%.
- The psychological impact of the course was measured utilising the Warwick-Edinburgh Mental Well-being Scale (WEMWBS) which specifically measures mental wellbeing. Seventy-five participants (82% of completers) completed the WEMWBS. It was found that a mean pre-course score of 46.4 rose to a mean post-course score of 52.4. The maximum score on the 14 item WEMWBS is 70 and the minimum 14. A paired t-test was applied to the findings which demonstrated statistically significant improvements in well-being following course attendance.
- The impact upon sickness absence is currently being explored, with absence being evaluated using ESR 12-month rolling averages to compare the attendees' pre and post course figures. However, data quality is limiting the evaluation as many absence codes are specified as unknown, limiting the numbers that can be related to specific absence causes. The data available with known absence codes are too few to analyse statistically. This will need to be addressed for the future and can include Trust-wide initiatives to improve data quality as well as individual follow-up of participants to enable better coding (this will require careful planning).
- Other follow-up measures of well-being are also currently being obtained. An online survey using the WEMWBS and self-report on the usage of the course techniques is currently underway. The data collection phase will be completed at the end of June 2013 with analysis to commence after.
- The average satisfaction scores ranged from 3.7 to 3.8 out of 4 indicating high levels of approval. Free text comments also demonstrated high levels of satisfaction and qualitative feedback has indicated high levels of support for the programme.

'If you have not had any CBT training this is a must do. Simple but effective, if you are prepared to work at it you can make life changes.'

'This is a very useful course in terms of recognising your own self worth'

'I'm now using the information from the sessions in my everyday life with some success'

'This course has been very enlightening and I will definitely take away and put into practice the methods. I have already noticed an improvement with the way I feel about myself and situations and have a more "I can do this" attitude rather than "oh no what am I going to do" which has been a problem within me for a long time. Thank you!'

Background

Lancashire Care NHS Foundation Trust was established in April 2002 and authorised as a Foundation Trust on 1st December 2007. The Trust provides health and wellbeing services for a population of around 1.5 million people. The services provided include mental health services, community nursing, health visiting and a range of therapy services including physiotherapy, podiatry and speech & language. Wellbeing services provided include smoking cessation and healthy lifestyle services. The Trust specialises in inpatient and community mental health services. Lancashire Care NHS Foundation Trust covers the whole of the county and employs around 7,000 members of staff across more than 400 sites.

Key Aims

The aim was to improve the psychological well-being of NHS staff by assisting them to develop self management techniques.

Key Stages of Setup

The lead psychologist at Lancashire Care developed the training programme, under the auspices of the health and wellbeing strategy, from her knowledge of the benefits of psychological intervention. It was recognised that staff who are better equipped to manage themselves are better able to offer high quality person-centred care within a lean and productive environment.



Partners were identified to assist in the delivery of the course and also to identify potential participants. The internal Learning and Organisational Development network was key to this task at the Trust. Externally NHS NW also agreed to host a course for its own staff. The first course was delivered in March 2012 and courses have taken place regularly since then.

Further partnership working is now being explored via Knowledge Transfer Partnerships with Higher Education organisations and also by identifying research opportunities. Following the work already undertaken, further work is underway to determine a comprehensive evaluation strategy for the courses, and to further develop materials which will be disseminated to a wider audience.

How it Works

Strengths-based cognitive behaviour therapy (CBT) approaches are used successfully to improve outcomes in therapy at the Trust with clients. Positive psychology principles are used to build strengths and positive experiences to enable individuals to manage their own emotions to enhance their well-being. Guided imagery approaches have also been used to enable individuals to utilise previous positive experiences and/or construct positive templates for the future. It was also recognised that staff members who were better equipped to manage themselves would be better able to offer high quality person-centred care within a lean and productive environment.

Delivery

The project was delivered as a group-based training course for staff. It was delivered over either four 2-hour sessions or three 3-hour sessions. Optimum group size was between 8 and 16 to enable shared learning and effective management of group dynamics by the facilitator(s). Recruitment to the courses was either via team self-selection or individual self-selection (with line manager approval) via the Trust weekly e-newsletter. Courses were well-attended and the Trust-wide advertised courses were usually over-subscribed.

The course content comprised:

- Introduction to the cognitive behavioural model
- Identifying, recording, modifying automatic thoughts
- Positive imagery exercises
- Modifying thoughts and feelings
- Modifying thoughts and images
- Identifying social support
- Future use of techniques

Evaluation

Evaluation was designed to include both quantitative measures and qualitative feedback of consumer satisfaction. Satisfaction ratings were taken at each session using a four point Likert scale. There was also space for free text comments. Measures of satisfaction were also obtained using the following three questions:

- How helpful has the group been for you?
- How easy to understand has the information in this group been?
- How much have you enjoyed the group?

Resources

This pilot was developed and delivered within the Professional Lead of Psychological Services's existing portfolio. Therefore no further resources were required.

Key Challenges

Engaging stakeholders and gaining approval for the pilot was a critical yet challenging first step. Yet engagement was

greatly assisted by taking the proposal directly to the Trust's Executive Management Team and presenting a case for the pilot with key concepts and description of the course content. The initial evaluation did not include post-course follow-up and this has recently been addressed (data currently being collected). For future courses, post-course evaluation will be built into the delivery plan and follow-up survey data collected via online survey methods.

The popularity of the courses indicates that ensuring sufficient capacity to deliver the courses will need to be addressed. An internal development plan is currently in production.

Key Learning

- Ensure the evaluation plan includes post-course follow-up
- Review sickness absence data earlier to consider possible solutions to coding issues
- For the future, consider targeting a specific group of teams/practice area and develop comprehensive training

Sustainability

Roll-out of further training is being planned across the Trust. There is also on-going work to identify future funding opportunities for further development, evaluation and promotion opportunities.

The project lead has been asked to work with staff and develop the courses further, specifically for inpatient settings. The proposal is to widen the delivery through identifying further individuals to train as course leads. Currently a business plan is being put forward to fund this development. It is also hoped that the course can also be offered externally to other NHS organisations and further extend the practice into the Acute setting. Partners are being sought to develop this further.

Supporting Material

- Appendix 1 - Leaflet outlining the training
- WEMWBS: healthscotland.com/documents/1467.aspx
- Authentic Happiness: www.authentichappiness.sas.upenn.edu
- Mood Juice: www.moodjuice.scot.nhs.uk

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