



Disrupting the behaviour which can lead to toxic productivity.

July 2023

Each session of the [Staff wellbeing SIG](#) seeks to build on previous conversations. To catch up on these, please visit the document section in the link above where previous flash reports are shared.

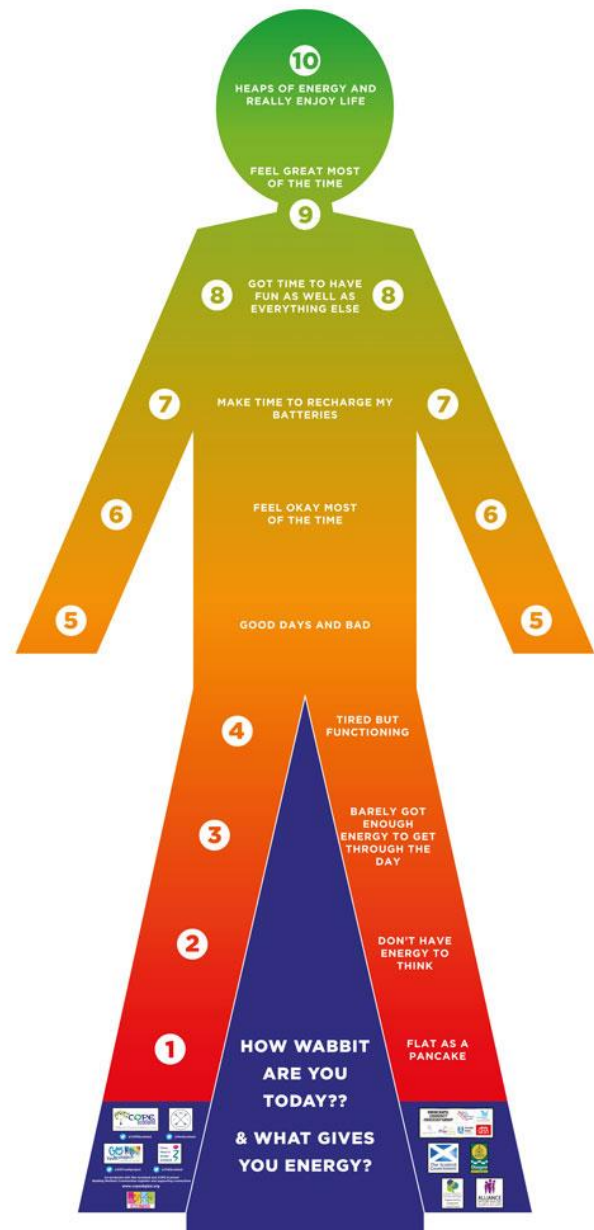
We have been using the liberating structure [Wicked questions](#) to explore the compassion paradox.

“ How do we offer compassion and care to enable us to ease the suffering of others and simultaneously nurture the wellbeing of staff to remain compassionate in the face of continued exposure to others suffering?”

One of the themes emerging is around how we disrupt the behaviors which can lead to toxic productivity. The session we held in July sought to explore this further. The following Flash Report captures some of our discussions. It was felt more time needed to be spent exploring this and our session on August 3rd will continue the conversation. To [Register](#)

Self-care

A priority shared by members is having a toolkit to draw on to share and use ourselves to help reduce the risk of compassion fatigue and burn out. This session started with sharing a reminder of the importance of checking in with your own energy levels. For more information [Monitoring your own energy levels](#) The 'Battery dude' is a simple tool which invites you to consider on a scale of 1-10 where your energy is right now. The link above offers more information on how to use this tool to reflect on where you spend your energy and how you top it up and where changes may be helpful for your wellbeing. This can be shared in teams.



Who is here?

It was great to see so many countries and regions of the Q community attending today's session from:

- Dublin
- GOSH
- Herefordshire
- Huddersfield
- Oxford
- Perth shire

We are always interested in how we can promote the special interest group and the sessions more widely, so any ideas please email Hilda [Link](#)

Views from the zoom!

Some of the reasons people shared as to why this session had possible value for them.

- Find out how to get a better work: life balance with reduced stress levels for myself and those around me.
- Interested in seeing how I can identify and address toxic productivity habits within myself and others.
- Recognizing possible toxic behaviour patterns in the self and wanting to change them.
- Wanting to find ways to make the changes needed for improved wellbeing.

Connecting to share ideas using Jamboards and TRIZ

A challenge we identified is that some colleagues, organization's IT systems will not give access to Jam Boards. This is something we need to reflect on in future. Joriam very kindly helped out with this session by sharing his screen and helping capture views when we went into the breakout. If anyone has any other ideas how we can use resources like Jamboards which organizations accept please email Hilda [Link](#)

For more information on the liberating structure TRIZ [Link](#)

Overview of how we used TRIZ.

(thanks to Zoe's session on this for inspiration)

Make a list of all you can do to make sure that you achieve the worst result imaginable with respect to creating a toxic productivity culture (use Yellow post its) 12min.

Go down this list item by item and ask yourselves, 'Is there anything that we are currently doing that in any way, shape, or form resembles this item?' Be brutally honest to make a second list of all your counterproductive activities/programs/procedures. (change the post its you identify with /new ones you may add to pink) 12min.

Go through the items on your second list and decide what first steps will help you stop what you know creates undesirable results? (change the post it's of the items which are currently yellow to green) 16min.

There was no time to also reflect on how we can use 15% to consider the things in our control which we can make changes on. This we will use in a later session. [15% solutions](#)



Wisdom in the zoom

Even though we allocated 40min for discussion, this topic required far more time to do it justice, which is why we are continuing the conversation when we meet again on the 3rd of August. Even if you did not get along to this session, please join us next time. The more we share and learn together, the better the health outcomes for the health and wellbeing workforce and those they serve.

All the yellow posts turned pink bar one which was as follows, it is good to see that no one experienced expecting to instantaneously reply to emails.

“ Everyone must reply to emails immediately.”

Of the pink ones only 4 were turned green, however, there were others which could be within our control, but the time available was used in sharing views which was important, and we can revisit the ‘pink post its’ in future to explore how many more we can turn green. The 4 behaviors identified currently which were felt we could disrupt are:

- *Chasing emails when people on leave*
- *Promise to reply to every email received when you are on leave.*
- *Overusing email when a conversation may be quicker, express a willingness to be contacted by phone during reasonable hours.*
- *Schedule back-to-back meetings which take up the entire day, response block out time when we are not available status occupied.*

Our situations may vary. What may work for one person may not work for another. The aim of this activity is to begin to explore what works for us and those we work with so we can begin as individuals and as teams to make changes which reduces toxic productivity behaviour in the workplace.

The remaining ‘pink post it’ are as follows. These have been broken into themes.

Email

- Sending teams/emails after 10pm
- Starting emails with gentle reminder when there has been no time to action the reminder the email is about.

Meetings

- Cancelling meetings last minute new date arranged no poll to see if suits people.
- Repeatedly changing day and time of a meeting when people have travelled to the site to specifically attend the meeting.

Lack of down time, breaks

- Expectation of back-to-back meetings. No time for fluids, food, or downtime
- Ban all small talk at work, only work talk allowed.
- Arranging meetings outside working hours
- Ban bathroom, coffee, lunch breaks.
- Not given space to discuss current capacity when taking on new work.
- Change your voice mail messages to ‘I cannot take your call right now, but I will phone your right back even though I am currently driving, skydiving, getting married#



Managing expectation of tasks and times of availability

- Time taken for tasks like lawyers do for billing.
- Promote culture of working late by those in senior leadership visibly working overtime
- Sending a long list of tasks for other team members to do while you are on leave.

Feeling undervalued

- Reward time spent at work rather than quality or efficiency of work.
- Only recognizing work over and above your job description e.g., in clinical role getting rewarded recognized for any audits, research not clinical efforts
- Well intentioned poorly implements recognition awards e.g., employee of the week.

Leadership

- Unrealistic expectations in PDR
- Comparing patient time stats across different members of the team
- Ad hoc unplanned 1-1's
- Leaders document how much time spent sitting at a desk even though patient notes are electronic and need to be typed up.
- Poor preparation by appraisers for these important meetings
- Bums on seats approach to work, not being flexible.

Other information and planned events coming up include:

Series on resilience and wellbeing (in September)
For more information visit [Link](#)

New Community of Practice being established for Joy in Work [More information](#)

New suite of resources for nurturing our networks and ourselves as network leaders
[Link](#)

Session 19th July to explore how the new suite of network resources has landed [To register](#)

If you are not a member of Q and would like to learn more then please visit [Link](#)

If you would like to find out more about how to join the Q community, please visit [Link](#)

If you would like to find out more about the staff wellbeing special interest group please visit [Link](#)



Staff wellbeing sessions coming up includes:

Peer support Continuing to explore how we disrupt the behaviour which can lead to toxic productivity.
3rd August To [Register](#)

Hold the date, we are just finalizing a session planned for 23rd August 1-2pm where we have a guest speaker coming to talk about *"Exploring the impact of incivility on staff wellbeing, patient care, and safety."*

Pre reading which may be of interest [Civility saves lives](#)

Guest Speaker Viktoria Komlosi founding director of KomCoord Ltd

Date and time 5th September 12-12.50pm

Brief overview

Being present and the Three Principles of the Mind
[Register](#)

Guest Speaker Julia Wood from Joy in Work SIG (we also have another guest speaker sharing their examples of good practice for staff wellbeing in the workplace)

Date and Time 3rd October 12-1pm

Brief overview

Joy at Work: Why it is important and how to get started.

[Register](#)

Guest speakers Clare Cable Chief Executive of QNIS Scotland and Nancy Adams, Trainer, and Communications Coordinator for Capacitar Scotland and Capacitar Europe

Date and Time 14th November 2023 12pm-12.50pm

Brief overview

Nourishing Wellbeing in the Nursing Community: how Capacitar practices empower nurses and those in their care to manage their energy resources and their emotions

[Register](#)

Please remember to look after you and monitor your energy levels as your wellbeing does matter too.



Hilda Campbell

Convenor Staff wellbeing SIG

