

# Summary Outcome for High Performing Teams Survey

A qualitative study occurred within 11 teams across all divisions to determine what constituted a high performing team. All Teams were identified by the Divisional Social Workers on the basis that they had low turnover of staff and low rates of absenteeism.

Staff from the following teams took part; Learning Disability (West LD, South LD), Adoption Service (Post Adoption Team, Adoption and Permanence Team), Mental Health (Shannon Clinic, West Integrated, Community Rehab), ACOPS (PH&D-Mount Oriel, Meadowlands SW Team, McKinney SW Team) and the Sensory Support Team.

Between 50—60 staff members were interviewed across the teams. Each Team was offered the opportunity for their Team Lead to be present during the interview, most teams chose to have the Team Lead present.

## Purpose

The purpose of this work was to draw upon any learning or themes that could assist to maintain a healthy and happy workforce as well as retaining staff in positions where they want to be.

16 Questions were posed to each team. Some examples include;

**1. What makes your team work well?**

(Full staff compliment, manageable caseloads, supportive colleagues/managers, regular breaks, socialising together, flexible working, appropriate training etc.)

**2. Does your team support each other...how?**

**3. Do you receive regular supervision?**

**4. Do you feel supported by your manager .. how?**

(Clear supportive advice, opportunities for career progression, shared accountability, do you feel safe in decision making, regular supervision)

## Outcomes

From the information gathered it was evident that there were emerging themes. These related to;

### **1.Supportive management and colleagues**

All teams interviewed reported that their team has supportive management and colleagues. Collective Leadership and Staff Engagement has a positive impact on the teams. Collective Leadership is necessary to ensure the team continually improves to produce high quality care. For teams to be successful, they need strong leaders who can guide them and assist them to overcome challenges.

Strong leaders know how to set achievable goals, but also how to challenge staff. They also know how to communicate those goals clearly and provide feedback that helps their team members to learn and grow. Good leadership also promotes Staff Engagement, which leads to increased retention, productivity and high-quality work.

### **2.Regular Supervision**

All teams involved had high rates of supervision compliance. Regular, effective supervision establishes clear expectations and fosters excellence. It provides guidance and support, enhances professional development and team productivity.

### **3. Employees physical and mental wellbeing**

All teams reported that their mental and physical health needs were prioritised at work. Mental and physical health issues are a major cause of long-term absence from work. It is therefore vital that employers promote good mental and physical health and provide support for employees who are having difficulty.

### **4. Flexible working**

Flexible working was highlighted within the teams as a contributing factor to the high performance of staff. Belfast Trust has developed a range of flexible working arrangements for all staff and provides staff with a range of flexible working arrangements to enable them to balance both home and work commitments and improve their working lives. The Trust is committed to promoting equality, diversity and inclusion and to attracting and retaining highly skilled and experienced staff and these policies will assist it in meeting this objective.

### **5. Feeling valued**

Valuing staff is paramount within the workplace. When staff feel unheard and feel unappreciated, they can become disengaged and not as committed to their job. During the interviews, ALL staff felt valued as a team member. All felt that their voice was heard, that their opinions mattered and they would be comfortable raising issues.

### **6.Environment**

Research evidences that employee's in a supportive workplace environment will be more motivated and productive.