



Wellbeing Team Handbook



Wellbeing
Teams

Part 1

What matters to us and working together as a self-managing team

What we believe

- We believe that older people can live well at home and be contributing members of their community
- We believe that loneliness should not be an inevitable consequence of getting older.
- We are passionate about older people living well in communities where everyone matters.

Our purpose is to support and connect older people with their community enabled by happy local self managing Wellbeing teams. These are the big ideas – values – which shape how we deliver on purpose. These values reflect how we are with the people we support and each other:

Compassion - actively hearing and sensing others thoughts and feelings, being kind, and finding empathetic ways to support individuals and each other to achieve positive outcomes.

Responsibility - initiating ways of working that dignify everyone at the same time as holding self and others accountable for actions and attitudes in relation to our shared purpose and values.

Curiosity - feeling energised by discovering new insights, learning, finding answers to questions and wondering at the world.

Creativity - capacity and ingenuity to respond appropriately to seize opportunities without needing to be directed or instructed by others.

Flourishing - creating the conditions for thriving that reflect aspirations, remove barriers to connection and ensure people choose their own way forward.

Our values show up in what we think and do.

What matters to us

1. Relationships are everything

We invest time and effort to develop great relationships, both with people who use our service and with our colleagues. We proactively support people to develop or maintain relationships – combatting loneliness and beating boredom.

We work together in ways that are kind and thoughtful; by paying attention to what matters to each of us, communicating well, co-ordinating and working harmoniously in teams that bring out the best in each other.

2. Wellbeing

Wellbeing matters - for the older people we support, and our own, feeling good about life and work, and everyone getting the support they need, when they need it.

3. Person-centred support

We provide support that is designed and tailored to the individual, person-centred and flexible, delivered in a way that keeps the person at the centre. We support older people to be in control of their life and service, combating helplessness.

4. Bringing our whole selves to work

Bringing our whole selves to work means actively using our strengths and interests in our roles: we all have family and friends and recognise that you may have caring responsibilities as well which we must be mindful of.

5. Appreciation and feedback

Giving each other feedback, about what we do well, and where we can improve, is a collective responsibility and critical to our success.

6. Taking risks and learning

We want to keep developing and learning in our work, in teams and the organisation. This can involve taking thoughtful risks which may or may not work out. Experimenting is how we learn, grow and develop finding new ways to make things better.

7. Celebrating

There is much in life to be grateful for and to enjoy so celebrating who we are is part of what we do – the progress of the people we support, our achievements, birthdays, and the anniversary of you starting to work here.

8. Challenge and growth

Being happy at work includes challenge – the opportunity to stretch and grow, and we look for opportunities to challenge ourselves and develop, as individuals, in teams and in the organisation.

9. Trust

We trust teams to manage themselves, review their progress and recruit their own colleagues. When decision-making is as close to the older person as possible teams have the autonomy and authority to use their resources creatively and flexibly, this is the best way to make the most of every moment, every opportunity.

10. Openly sharing information

We can only be successful if we are transparent and open and share all the information that people need to do their role brilliantly.

Working together as a self-managing team

We work in self-managing teams of no more than 12 people, serving a defined local area, in partnership with a Community Circles Connector. This means that teams share tasks and roles amongst themselves, arrange their schedules to support the people who use the service, have personal goals and review their own and the team's progress together.

Support to self-manage

There are 10 ways that self-managed teams work differently to traditional teams. There are:

1) Handbook and Team Plans.

There are two important documents that describe way that the team works. Team members have a copy of the Wellbeing Workers Handbook (this!) and each team co-creates their own Person-centred Team Plan. Together they form the basis of the induction. Part 3 of this handbook is a summary of the policies and procedures and you have access to the full policy through the organisation's Dropbox (online storage). The Wellbeing Workers Handbook is standard and used by all teams, but every Person-centred Team is different as it is created by the team themselves, as their personal way of working together, through the induction.

The team plan includes:

- Team one-page profile
- One-page profiles for each team members
- Individual purpose and co-created team purpose
- Individual and team values and strengths
- Team agreements (how we are going to work together)
- Work history graphic and aspirations
- Feedback (best ways to give feedback and what people want feedback on)
- Communication charts (so that people know the best ways to keep in touch)
- Typical week (so that we know key times that people have regular important commitments)
- 5 ways to wellbeing plans

The Person-centred Team Plan is kept updated and live in two ways – through the development sessions in team meetings, and through the Person-Centred Team Review every six months.

Everyone has a one-page profile that describes what people appreciate about you, what matters to you, and how your colleagues can support you to be at your best. As well as one-page profiles, team members have their own development plan, this includes their personal purpose, and how people express this now and where they want to be in the

future, and their goals or area that they want to develop in. One-page profiles help to inform how team members are matched to roles within the team. We have quality standards for one-page profiles.

2) Roles

As the team manages itself, there are specific roles that managers would have done, that the team does themselves. Some of these are shared, and individuals take other roles. The role that is shared is being the Link Wellbeing Worker for individuals. This is done on rotation, each new enquiry is allocated to a team member in turn, so that everyone has the same opportunities to be Link Wellbeing Worker. This person has the initial conversation with the person, and based on their outcomes and priorities, designs the service with them.

The other roles are for:

- Meeting facilitator
- Community Navigator
- Scheduler
- Assistive Technology
- Reporter

The roles are changed every 6 – 12 months (the team decides when). The person who had taken the role, then becomes the coach for the next person who takes that role.

3) Coaches

There are two kinds of coaches in Wellbeing Teams. There are short-term role coaches for specific roles and an overall team coach.

Role coaches

For each of the above roles, there is a coach who has expertise in that area. Sometimes the coach may be in another Wellbeing Team. The coach's role is to support the new team member for 2 – 3 months until they are competent and confident in their role.

Team coach

There is also a team coach who supports the team through induction and ensures that each person is competent in their role as Link Wellbeing Worker, and passes the Care Certificate. Then her role is to be available to support the team to problem-solve any issues that are struggling with, for example, managing someone being ill within the team. Coaches are there to advise and support teams in solving problems, but not to solve them for them. Part of self-management is wrestling with problems. It is fine for teams to struggle and learn together, and for bigger, serious problems please always involve coaches (we expect coaches to know about any major existing or potential problems). Coaches are your go-to people for support.

4) Buddies

Unlike the short-term role coaches, each team member has a buddy within the team – another team member. The purpose of having a buddy is to be a peer coach, to both support and challenge each other, and to provide feedback. People choose their own buddies and together they work out how they stay connected, and how often. Everyone

has a buddy, a peer coach, and they could be part of another team. This is how you support each other to work through a specific individual problems (personal or professional), whilst coaches help with team problems.

5) Staying connected

The team uses the App 'Slack' to stay connected. There is a general channel open to all teams, for example where blogs are posted or news and each team has its own channel for team communication.

There are also channels for people who fulfil the same roles in different teams can connect, for example there is a channel called Community where the Community Circle Connectors and Community Navigators across teams can share tips or ask questions. The 'random' channel is where team members share - well - random info, jokes and photos. The scenario meetings and individual coaching sessions use the video conferencing platform Zoom.

6) Team Meetings

The Team meeting has a specific process called Positive and Productive Meeting Process for Wellbeing Teams.

This includes:

- Opening round/check in
- Review of actions and metrics (team performance)
- Updates on any changes for each person supported, by the relevant Link Wellbeing Worker
- Raising and addressing tensions (problems, issues)
- Development session
- Scheduling
- Closing round

The development sessions are offered by the coach initially to continue to develop as individuals, to deepen the team's understanding of each other, and to keep developing how they work together. These team meetings are more like group supervision in traditional organisational than ordinary team meetings.

This may include watching a Ted Talk (18 minute film - see Ted.com), practicing Nonviolent Communication, using 'Team 15' (a short film and exercise to use in 15 minutes in a team meeting) looking at what is working and not working about putting the team agreements into practice, or looking in depth at one of the Five Ways to Wellbeing. The development sessions are also opportunities for the team to present and share with each other.

At the end of each session the Recorder/reporter will check whether the team has learned/changed anything that means that the person-centred team plan needs to be updated.

7) Scenarios

Each fortnight there is an hour's session via video conferencing to look at scenarios. Scenarios are real situations that have happened, that the team reviews the situation and what they can learn from this: This could be how to improve an outcome, other ways to solve a problem, or practicing moving from outcomes to the support sequence. Team members present their situation, and the coach works with the group to facilitate, support and challenge. This is how the team keeps developing its practice using real world situations where they can practice thinking creatively and solving problems in new ways, as well as getting feedback. These sessions are recorded as a resource for new team members and teams.

8) Person-centred Team Review

Every 4 - 6 months each team has a person-centred team review, facilitated by the team's coach. This will include what is working and not working from each person's perspective, the coaches and the Community Circle Connectors perspective, what is important to the team now and in the future, and results in the team setting their direction for the next 4 - 6 months (the team decides on the frequency). This leads to the team agreeing their own team outcomes and actions for the next six months, and updating the team plan to reflect this. The working/not working and focus for the next 4 - 6 months will be recorded in the Person-centred Team Plan.

9) Support Office

There is a small support office team whose role is to support teams with technical and financial support, for example organising invoicing and payments. You will be provided with the team profile, and individual one-page profiles of your colleagues at the support office, and this explains what people's roles are and the best ways to contact them (communication chart). One member of the support office team is responsible for the monitoring visits that CQC require and other liaising with other local organisations. Teams do their own recruitment and appraisals, and can also get support from the support office as needed. The support office and the coaches have a copy of the one-page team profile as a quick snapshot of what matters to the team and how to support them well.

10) Learning and Wellbeing budget

The team also uses other ways to develop skills and competence without going on traditional training courses. The training courses generally available would not be a good fit with the self-managed teams approach. The team uses podcasts and audio sessions to listen to, perhaps between visits. As a team you have your own Learning and Wellbeing budget to enable you to buy any training that you need to support people well. We provide e-learning as soon as you join to for your Care Certificate.

Team Roles

As a self-managing team this means that the roles and functions that a manager would have taken are shared amongst the team, based on people's strengths, interests and how they want to develop.

Here are the main roles, and each team can add other roles as they need them. The roles are fluid and will adapt as teams develop and learn. One person may do more than one role, and some roles, like the scheduler, may have more than one person filling it.

Everyone's role

Link Wellbeing Worker

Purpose: Each person we support has a Link Wellbeing Worker. She is responsible for planning ('the Conversation') the overall support provided to that individual, liaising with the family, and ensuring that all the relevant paperwork is completed and up to date. In some services this role is called a Key Worker.

Accountable for: Making sure that we are delivering support to the person that enables them to live the best life possible within the resources that we have, and is safe and well. Using the support sequence to co-design the support with the person. Linking with the person's Community Circle, to ensure that we are all working well together. Making sure that we keep learning about the person, and record this (for example through Learning Logs) and that the person's one-page profile and person-centred information is up to date. Making sure that all reviews happen at the appointed times and leading these (6 week review, monthly review and six monthly review facilitated by the Community Circles Connector) and making sure that the Community Circles Connector is in the 6 week review, and giving good notice for this.

Being responsible for the family having all the information they want and need in the way that they want it. Ensuring that the service provided to this person, and all paperwork is compliant with regulators, commissioners and our internal policies and procedures. Making sure that support office have the information they need, in good time, for payment.

The Link Wellbeing Worker is responsible for having the initial Conversation with each new person we support, problem-solving, and designing their service with them, including choosing the other members of the team.

Shared roles

a) Scheduler

Purpose: To ensure that we schedule our time to deliver the best possible service to the people we support, when they need it, and as far as possible to also take into account what matters to colleagues.

Accountable for: Co-producing and sharing the weekly schedule, and scheduling team meetings. This means taking the information from colleagues and developing this into a schedule so that people know when and where they are required, to deliver the best possible service. We want to keep our carbon footprint as low as possible and do everything we can to support team members to be fit and well. We therefore ask Schedulers to work hard to enable people to walk between visits or use bikes. Going by car is a last resort.

b) Assistive Technology

Purpose: To be a resource to the team and link to the most up to date information on how Assistive Technology can help people we support.

Accountable for: Keeping up to date with the offers and innovations from Assistive Technology (AT) providers and making this information available to the team. Acting as a resource for team members when problem-solving how to achieve an outcome/provide support via AT.

c) Meeting facilitator

Purpose: To facilitate the weekly/fortnightly full team meetings using the Positive and Productive Meeting Process for Wellbeing Teams to enable colleagues to think well together, raise and address tensions, and review actions.

Accountable for: Ensuring that meetings happen every week or fortnight, and that everyone attends these. Using the Positive and Productive Meeting Process for Wellbeing Teams and ensuring that someone in the team is responsible for hospitality and timekeeping during the meeting.

d) Community navigator

Purpose: To ensure that the community knows about Wellbeing Teams and that the team knows what is happening in the community. The Community navigator also links with the Community Circles Connector to work together to ensure that people in the local community know about the team and Community Circles. All of the team are ambassadors for the team and Community Circles.

Accountable for: Co-developing and delivering a community strategy with the Community Circles Connector to make sure that people in the local area know about Wellbeing Teams and Community Circles. This includes identifying key stakeholders to develop relationships with, distributing leaflets and posters, and possibly creating 'awareness' events. Making sure that the team know about community resources and events that could be of benefit to the people you support. To link with the Community Circles Connector, to make sure she has the information she needs and addressing any tensions together.

e) Recorder and Reporter

Purpose: To make sure that the teams information is up to date and reported on as necessary. This includes being 'the keeper' of the Person-Centred Team plan.
Accountable for: Making sure that the Person-Centred Team plan is up to date (and reflects the learning from team meetings. Recording the decisions and actions from team meetings. Ensuring that the 'paperwork' that the team completes is up to date and complete/compliant.

There are additional roles that teams decide when they are needed, for example if a new team member needs to be recruited. Teams also develop new roles as needed, recording the detail of this role in Person-Centred Team Plan. One example of an additional role could be Recruiter/Inductor. If the team has identified that they need another team member or two, the recruiter could lead the process of recruitment through to a personalised induction.

Working flexibly and covering for each other

There are no set rota patterns. The scheduler and the team will work together to get the best fit between what people supported want and need, and team members time and other life commitments. We trust teams to deliver an excellent service, when and where the people we support need it, and get a good balance with other important commitments in our lives and caring responsibilities as much as possible. No one should have to miss their child's school play because of work. Therefore there is a high degree of flexibility in working hours, and people go out of the their way to support each other.

Someone from the team will be 'on-call' every night and evening, including weekends and Bank Holidays, as part of the role. There is no extra payment for this, teams work out who and how this works. If you cannot come to work because you are unwell, you need to let your team members know immediately so that they can see how they can cover for you. The team members need to inform the people that their planned Wellbeing Worker has unwell today and let them know who will be visiting instead and at what time. It is important to prioritise any visits that are 'time critical' e.g. for medication.

You need to complete a self-certification form when you return to work, after every period of absence, no matter how long or short a time you have been away. Obtain a medical certificate from your doctor if you are away for more than seven calendar days. . If you continue to be absent, obtain further certificates from your doctor. All certificate need to be sent to the registered manager within 3 days. It is good practice to have a 'back to work' conversation and the person's buddy could do this, or it could be part of a team meeting, to make sure that they are well and to see if there are ways to support each other to be stay well.

Focusing on our wellbeing

We use the 5 Ways to Wellbeing both with the people we support and in our team to focus on our wellbeing. This will be a regular part of development sessions and we ask buddies to look at this with each other as well. We review our collective wellbeing as part of the person-centred review.

Annual Appraisals

In self-managing teams, you do your own appraisals together, each year as a group. It is an opportunity to reflect on the year, what you are proud of, what you have learned, what you are excited about for the next year, how you have done with your personal goals. The team can choose when and where these take place. The only requirement is that each person does an annual personal 'report' or letter to their colleagues that reflects on their purpose, what they are proud of over the last year, what they have learned, and what they want to focus on next year. Just one or two pages, that then goes into the Person Centred Team Plan.

Managing conflict, complaining and negativity

We use Non Violent Communication (also known as Compassionate Communication) with each other. You will be introduced to this in your induction period and will practice as part of team meetings.

If anyone perceives any action on the part of a colleague that is not supportive of the team or organisation's purpose, or is counterproductive to the work of other colleagues, he or she is required to directly speak with that person about this issue. This is central to our 'what matters to us' statements, and is an obligation, not a request.

Trust is central to how a self-managed team works, and few things erode trust more than negative talk about each other behind people's backs.

Speaking requires listening. It's always possible that the person perceiving an issue doesn't have all the facts, or is mistaken in their perceptions. That is why there needs to be a face-to-face discussion (in person or through Zoom, not just emails or slack messages). If you want your colleague to change something that they are doing/how they are behaving, you need to request this, explicitly.

If colleague has a request made of them, they have three choices:

1. They can agree and make a commitment.
2. They can suggest a compromise that makes everyone happy
3. They can decline the request.

Now the requesting colleague has a choice - if after face to face discussion they still think the request is necessary she has an obligation to bring in a third party mediator. This will usually be the Team Coach.

If through 3rd party mediator you have still not got a solution - it is brought to a panel of colleagues (no more than 6) who sit down with both colleagues and reach a solution. If that does not reach a solution you should escalate this to the responsible individual. If you are unhappy in anyway and have tried to resolve this with your Wellbeing Team, you have the right to raise your concerns with the responsible individual of the organisation who will follow the organisation procedure (see policies and procedure manual).

Similarly, we share responsibility for helping colleagues take frustrations to team meetings to resolve. For example, if you heard a colleague saying, "I just don't have enough time to do the paperwork after a visit." then don't simply agree, suggest that they raise it at the team meeting as a tension. Or "I have more than my fair share of people I am Link for." again, suggest that they bring it to the team meeting.

Every tension, every negative comment, can be worked on together through the team meeting process. As a self-managing team there is not manager to blame, the onus is for you to identify problems, and using the support arrangements and team meeting process, work out how to resolve them.

Training

When new team members join they will get in-depth training about self-management, person-centred teams and practices. Teams then decide on any additional support they need – looking first to other teams and team members who may have the information and skills you are looking for, and can learn from them. There are new, innovative ways to gain information or new skills, for example, listening to podcasts as you walk in between visits, and 'Team 15' in your team meetings.

Appearance

We would love to say that it does not matter what you look like, it is what is in your heart that matters. Any whilst on one hand we believe this, we also know that first impressions and appearance counts. You represent yourself and your team, please represent them well. Your team will decide about dress code, uniforms and jackets.

Getting around

We are committed to the wellbeing of the team as well as the wellbeing of people we support. Having small teams work in neighbourhoods means that we try and reduce the travel time that people have. We are working towards keeping our carbon footprint as low as possible too. In each team we explore how we can either walk to visits, or use bikes, with driving as a last resort.

For more resources, or to learn more about Wellbeing Teams and the support available from the Wellbeing Team Academy, visit us online at www.wellbeingteams.org.