

## Key themes from the survey: what troubled staff and their suggestions

Generally, people appeared less troubled by their own actions compared with other people's actions that they felt were wrong. Some situations that troubled people and suggestions for improvement are given in the table below. The table also includes possible prompts for actions which anyone could take.

Prevention Theme	What troubled staff	Staff suggestions	Prompts for action
<b>Supervisor check-ins</b>	Fewer opportunities to connect with their manager/supervisor was noted. This created a sense of isolation, lack of value and lack of opportunity to raise issues that could be dealt with.	Regular supportive check ins with managers, informal team meetings and accessible "Mental Health Support"	Who will you contact to let them know what you, or your staff, need from them to function well? How can you connect with staff to meet their needs and concerns?
<b>Kindness</b>	Receiving "Verbal abuse from colleagues due to their own stress levels", being "told off" for raising "serious safety concerns" and a "public perception that nurses are carrying disease "	Educating the public, "Challenging toxic behaviours within teams" and support for senior staff "to manage their own emotions". It was noted that a "command and control" approach "needs to be balanced with kindness and compassion"	What one small thing can you do, for one other person today, that might help them feel supported and connected? What would help you to stay regulated enough not to pass your stress on?
<b>Fair rules &amp; enforcement</b>	Feeling frustrated or angry about rules not being obeyed by colleagues, people in authority and the public.  There were differing views about when people should work from home and what fair sharing of workload means.	Rules "need to be really clear, reasonable" and "enforced" with "spot checks of buildings".  Choices, collaboration and ample notice about role allocation. People asked that policies "apply to all" but also that "individual needs" are taken in to account.	Who do you need to have a conversation with to better understand each other's needs and values? How are you ensuring rules are followed fairly? ...and balancing that with individual need?
<b>Effective communication &amp; processes</b> (the way things are done)	A "lack of communication" from government, organisations, leaders and between agencies or team members.  Being worried about the way things are done, patient care and the safety of staff and apparent lack of action on issues raised.	"More" or "better" communication and very specific changes to the way things are done e.g. have a "designated social worker" for each care home, use of "NHS mail to exchange information quickly" and provision of requested resources e.g. PPE, uniform, equipment.	What can you do to share ideas/solutions/feedback or decisions clearly at the right time with the right people?

\*Some themes appeared specific to particular staff groups. For example, concerns about patient, resident or client care were more commonly reported by health and social care staff. These concerns included feeling that elderly patients with Covid-19 were being "written off" or that "vital info is being missed" by only contacting people by telephone.