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Please see below a personal video message from Isla Hyslop, Head of Organisational Development, GCHSCP, giving an update on some of the work that her and her team have been involved in to support staff and managers throughout the Coronavirus (COVID-19) pandemic, and thanking staff for their contributions.

### **COVID-19 Message from Isla Hyslop**

Hello, I'm Isla Hyslop, and I'm the Head of Organisational Development for Partnerships and Glasgow City Health and Social Care Partnership.

The OD [Organisational Development] Team is a small but perfectly formed group of senior OD advisors, whose role is to support our services to ensure that all the people elements of change can be supported and considered. We do lots of work bringing leadership, leadership development, team development, strategic development and service change, and trying to focus on how values and behaviours support the Partnership, which is you becoming the best you can be. We use surveys like the iMatter questionnaire to give us your data and how it feels to work here and to support teams to work better together with that feedback. The team have been supporting many teams through our changing times and looking to find good ways to share learning, including facing some of the digital challenges head-on by putting themselves into the cyber sphere and facilitating some workshops online.

I've been really impressed at how they've brought their creativity and ingenuity to a difficult situation and been able to continue to work to support our staff in their difficult roles. We also recognise that the early commitment that Susanne and the Management

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Team made to support and develop relationships in the workplace, and to support that with good conversations is something that we need to continue with so we all can do our jobs well.

More recently because of the pandemic we've developed more of our work to include staff and organisational wellbeing. One of the things we noticed early on was that people working from home was that everyone was starting to describe what work was about in a very different way. And we thought we should ask people to tell us what they were doing to stay motivated and refreshed.

So we developed a short check-in survey, and that was optional, but people were giving us feedback about how things were and how they were doing. That gave us a long list of ideas about ways to stay positive both for yourself and for your team, and we shared these tips in the brief that came out. So an ongoing strength of dealing with some of the challenges people were facing was just about finding ways to stay connected. So there were lots of examples of feeling supported by coffee catch-ups, regular quizzes, just ways to check in with each other. And for those of us who feel that a team is the best way to stay supported and connected, it's good to recognise that a lot of people feel isolated by working from home and other different ways to stay in touch. But because it was early days, there was also quite a number of concerns raised in that feedback, and we've been looking at how we can work with that on an ongoing basis.

All the service areas have recovery plans from the first wave. And in those plans, we've included an opportunity for staff development and support. So that might be consulting with staff about what matters to them and finding ways to connect, develop skills and peer support. And also maybe simple things like a safe space or a rest area where possible.

Communication is a big challenge, it can be too much, it can be too little, and we're continually looking at ways to improve this. Our Communications and Business

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Development colleagues have been doing an amazing job, like this, and I would really encourage people to continue to read and engage with the communication that comes round. The role of your manager and connecting with and supporting is crucial to our experience in the workplace, and we need to look at how we can learn from those people that have really been able to make that work well.

Safety, safe approach to working, whether at home or in the workplace, was raising a lot of anxiety for people, and we've been looking at how we can continue to work with that more recently. Since that first check-in, we've had a national pulse survey and we'll have the results from that at the end of this month, going to take that through a recently formed HSCP staff mental health and wellbeing group, which is looking to develop more of a culture of a workplace that cares, and we want to build on the learning from the surveys to develop more things to support each other. The Mental Health Check-in that was recently launched is a good way to find out whether you need more personal support, and I'd encourage you to look at that as well.

I've been asked lots of times how leaders can support their colleagues without burning themselves out and how to find the extra time to deliver that support in the middle of everything else.

I can't, like anybody, I can't knit time, but I do know that the benefits of a good conversation can sustain each of us for far longer than rushing through a very long to-do list. However, I'm aware of how busy everyone's being recently, and I'd like to acknowledge how valuable your contribution has been to our services, whether you're carrying out your own role, volunteering in a new role or maintaining a safe environment at home.

Thank you for your continued contributions.

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