



## Quality Improvement Case Example:

**Name of the initiative:** Workplace Wellbeing  
**Initiative start date:** 14<sup>th</sup> June 2022  
**Submitted by:** Hayley Potter, Practice Director, Old Golf House Veterinary Group, CVS

### Introduction

The Old Golf House Veterinary Group is part of the CVS Group of practices. I joined as the Practice Director in June 2022. With the pressures of workload post-Covid, reduced employee numbers, and a number of senior team changes, I became concerned morale was low within the team.

It is important team members feel valued, listened to, and integral to the wider practice culture. We looked to the Institute for Healthcare Improvement (IHI) Framework for Improving Joy in Work<sup>1</sup> and its many transferable tools for improving joy and creating a psychologically safe environment in the workplace for inspiration for our initiative.

### Aims of the initiative

CVS Group has a number of group initiatives to reward colleagues, such as private healthcare, and additional days leave for every year worked, and have recently introduced psychological safety and wellbeing training areas on our intranet. At the Old Golf House Veterinary Group, we wanted to reward individual and team successes in a more personal way. Incorporating a rewards and recognition process demonstrates that the work the team does matters and is the kind of action that will retain teams, contributing to the long-term success and growth of both the individual and the business.

In June 2022 after trialling the reward and recognition process, we launched 'What Matters to You?' meetings. Historically, practice meetings were to discuss clinical concerns, changes, and updates to policies and procedures. However, giving teams the opportunity to come together and problem-solve together allows everyone the chance to share their opinion to help improve their workplace.

### Actions

With support from the Employee Assistance Programme (EAP), Racheal Edmeades, Practice Administrator and Wellbeing Champion launched a reward and recognition scheme – the 'Pawsitivity Campaign'. It quickly became apparent the team appreciated client recognition. From here came our 'Pawsitivity Boards', which are linked to workplace wellbeing. The idea was to enable all colleagues to see the latest client reviews, current social events, refresh and share ideas, team celebrations, and wellbeing news.



*Picture 1: Pawsitivity Board*

Racheal and I undertook training to become Joy in Work Facilitators and attended group coaching training to help us introduce and facilitate 'What Matters to You?' meetings within our practice group. These are held monthly and rotated around the practices to encourage attendance whilst taking workload commitments into consideration and ensuring all members of the various teams have an opportunity to attend, wherever they are based. Involving the whole team in identifying issues and potential solutions to improve workplace niggles encourages positive teamwork and communication, leading to greater satisfaction and joy at work.

We introduced leadership and DISC personality assessments to gain a greater understanding of leadership and team member relationships and personal motivations, helping to guide our 'What Matters to You?' conversations in practice and enabling 360 feedback.

A unique 'getting to know you' form was created to help team leaders find out more about the likes and dislikes of individuals, from favourite films or restaurants to dream holiday destinations and favourite snacks. When someone wants to show their appreciation or say a special thank you to another team member, this form is referenced to guide specific rewards personal to them. Colleagues can nominate other team members for a reward by detailing why they deserve the recognition in an email to their line manager. These are discussed and agreed upon at our monthly Head of Department meetings. Recognising moments must be genuine and the rewards should mean something to create a consistent and reliable experience.

In addition, we have our anniversary recognition scheme whereby all colleagues celebrating specific long service milestones receive a financial reward relative to the length of employment.

## Results

The impact of our workplace wellbeing initiative is monitored and fed back to the team through monthly team surveys, calculated as net promoter scores (NPS) as a way of gauging overall improving satisfaction and morale amongst our teams.

For two practices, the NPS score improved from -70 to +8 since the start of the wellbeing and reward and recognition scheme:

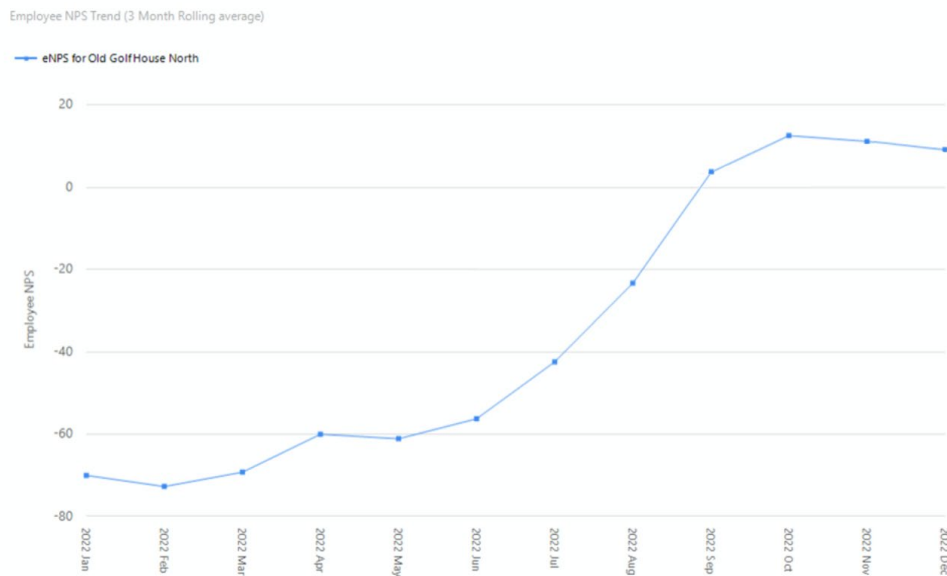


Figure 1: eNPS score for Old Golf House North

For an additional two practices, the NPS score improved from -75 to -25:

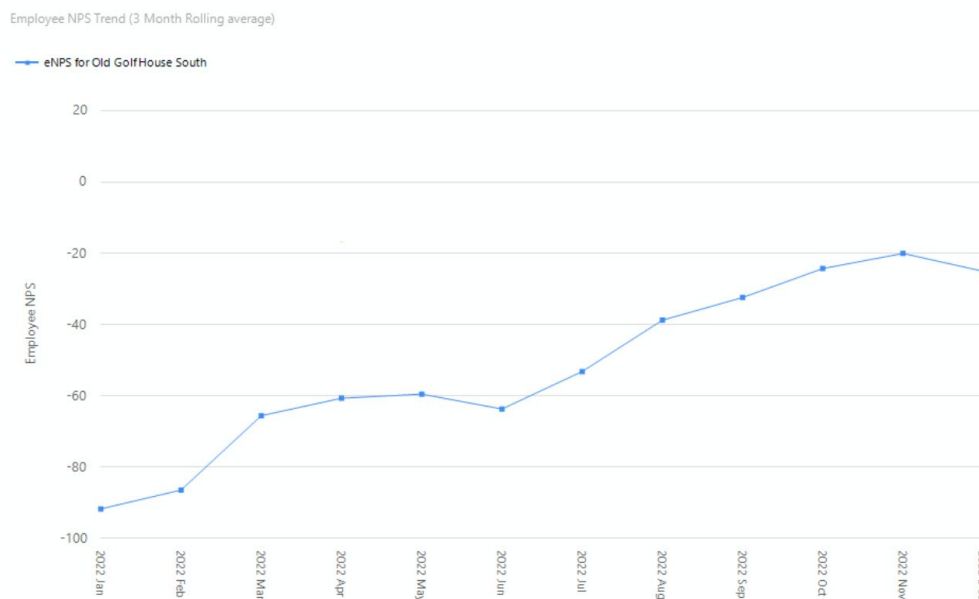


Figure 2: eNPS score for Old Golf House North

Monitoring and sharing these results with the team allows us to celebrate successes, gain a clear picture of where we are now and actively discuss where we can still improve.

Racheal as Wellbeing Champion has really helped support the initiative, she has boundless positive energy and is always willing to listen and support her colleagues.

## Impact of the initiative

At first, there was a degree of scepticism about the initiative and why we were talking about wellbeing, asking for personality assessments, and inviting feedback on myself as a leader. It was important to be mindful of potential historic psychological barriers where individuals may have felt uncomfortable joining the meetings initially. Once the concept of the Joy in Work Framework and 'What Matters to You?' meetings were introduced at our first meeting, the team started to see the benefits this framework would bring to them, their colleagues, and the business as a whole. By the next meeting, all agreed to complete the DISC personality assessment and crucially they also agreed to share the information with their colleagues to help improve teamwork and communication. Now all team members participate actively in meetings and group discussions.

Psychological safety and wellbeing are now discussed at every practice meeting. Openly and honestly discussing errors is also encouraged. Keeping these discussions blame-free, and ensuring timely and appropriate praise and constructive feedback allows us all to learn from each other in a safe and supportive environment.

Consistency with the reward and recognition scheme shows that everyone is valued and appreciated. Saying thank you to your fellow team member can go a long way. Showing gratitude and empathy towards one another builds teams and creates a positive, open, and safe working environment. Having seen the team adapt to and interact with the scheme and the positive impact, awareness, and motivation it has created, I am excited to see where we can take The Old Golf House next.

## References

<sup>1</sup> Perlo, J. et al. (2017) *IHI White Papers: IHI framework for improving joy in work*. [Institute for Healthcare Improvement] [online]. Available from: <http://www.ihl.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx>



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