



Northampton Vets4Pets

CASE STUDY

MEDIUM PRACTICE

WINNER

1. Promoting physical and psychological health at work

Promoting colleagues' physical and psychological health at work supports wellbeing.

1.1 What health and safety policies and procedures are in place in your practice?

Give brief details and an example

We have a health and safety policy (an entire handbook) that guides the team on looking after themselves and others in practice.
Dedicated accident and incident reporting line to record all such occurrences. Stress management policy.
No lone working - always 3 on shift at night to allow for sickness cover if 1 member of OOH team off sick.
Full SOPs for all procedures including using appropriate PPE. We have started to do chemotherapy and have invested in purchasing dedicated needle free systems to give the drugs.
Working time directive. Invested in improved lighting for outside at night and CCTV/panic buttons.
We also work with Occupational Health to ensure we are looking after the team appropriately both physically and mentally. We have referred 3 team members to them this year alone.

1.2 What health initiatives are promoted by the practice (e.g healthy eating, exercise, relaxation, access to natural light and fresh air)?

Give brief details and an example

We have Fruit-Day Fridays where the practice pays for healthy fruit treats for the team to enjoy instead of the usual cakes and biscuits that are brought in by clients.
We have fruit and herbals teas available as well as decaffeinated coffee.
The team all have access to free gym membership, we pay for eye tests for reception.
We have a monthly subscription (both print and email) for the whole practice of Happiful Magazine which has amazing articles and hints and tips on wellbeing, health and relaxation. We have a wellbeing library.
In the tea room there is a wellbeing box- inside this there are adult colouring books and fun toys and games that the team can play with each other on lunch breaks.
We encourage the team to take a walk on their breaks and the team regularly arrange dog walks with each other. The team often go to gym classes together.
We are flexible on lunch break times and lengths - if people want a longer lunch break we give this so they can walk the dog/ go to gym etc. They then make up hours elsewhere.

1.3 Is awareness of mental health promoted by the practice, and how?

Give brief details and an example

This is a huge focus in the practice. We have 3 full-time qualified mental health first aiders.
We have a very open and honest culture and the team is encouraged to be vocal and confident about being able to share the state of their mental health. Vetlife leaflets and stickers are throughout the practice.
The vets, nurses and receptionists have a monthly 1-2-1 meetings with their line manager and they can talk about any aspects of their life (in or out of the practice) and if they are struggling in any way, the mental health first-aiders are qualified to signpost them to appropriate resources.
We have a Wellbeing Committee which consists of 2 members from each team. They organise wellbeing initiatives such as a practice bake-off competition, a mental health awareness week where there were different activities aimed at promoting talking about mental health, Time to Talk week, a Valentine's Day event where the team decorated cookies for each other, a day where the team each picked a name out of a jar and they had to write all the best qualities of that person on a post-it note and then display it for everyone to see and for the recipient to keep. We offer access to Retail Trust- offers free counselling.

1.4 What stress management initiatives are promoted by the practice?

Give brief details and an example

We regularly review and check in with each colleague. We review work flow and job sharing.
We manage the PMS diary daily to ensure that 1. there are always appointments available and 2. the team are not overworked. We stop new client registrations in periods where workload is too high.
We never allow lone working and we continually review the workload of the practice. We have increased the vet, nurse and reception teams over the past year as we can appreciate when the demand is there for this. New grads are given double appointment time for their first year.
An example of this is that, being a 24/7 practice, we offer routine appointments up until 10pm. Previously the appointments would get fully booked the day before, and then there would be emergencies that would also need to be seen. This stretched not only the vet but the reception and nursing teams. We reviewed this and now we block out over half of the appointments for book on the night slots so that the team does not get stressed with too much work. We also only run book on the day appointments at weekends to allow diary management, rather than fill the weekends with vaccines leaving no time for emergencies.

1.5 Are colleagues supported during extended sickness absence and on return to work?

Give brief details and an example

Yes- this is something that we are passionate about.

We have a student nurse who has been suffering with poor mental health over the last few months. She was admitted to a mental health facility and was off work for 3 months. We had regular welfare meetings with her before her return to work. We referred her to occupational health to see what we could do to support her fully. We liaised with college to defer her place for a year.

On her return she was (and still is) on a phased return with amended duties to help reduce her anxiety. We have monthly catch-ups with her to see where we can further help her recovery process. The aim is to support her back to health and back to full-time hours. We also have amended her duties to stop OOH work, as she said this was affecting her mental health.

1.6 Any additional comments on support of physical and mental health within your practice?

(maximum 150 words)

One of the management team was ill for several months and whilst waiting for a diagnosis she was signed off twice (one for one week and then for two weeks). Her health was (and still is) not good. We bought her a laptop so that she could do half of the day at home and half of the day in the practice. Eventually she was diagnosed with ME/CFS which is a very unpredictable and fluctuating illness. We continue to have catch-ups with her and we review ways of working to help to minimise her symptoms. We fully support her in her illness and (hopefully one day) recovery. We have recently recruited an additional manager to support the management function in the practice.

One of our vets father was diagnosed with terminal cancer this year - we allowed her to take a 3 month sabbatical to spend time with him before he sadly died.

We would always look to support and work with our team and amend duties and roles to enable them to continue working within the team. We recognise our responsibility to our colleagues wellbeing - this is not a nice extra for us, it is an essential responsibility as a business owner.

2. Relationships at work

Co-operation, information sharing, and supportiveness among colleagues are important not just for effective working but also contribute to wellbeing. Good relationships among colleagues can also help people to cope with stressful aspects of their work.

2.1 Do colleagues have opportunities to take *shared* breaks together during the working day?

If you do not employ any of the job roles listed below, please tick not applicable

Vets: yes sometimes no not applicable

Nurses: yes sometimes no not applicable

Reception staff: yes sometimes no not applicable

Support staff: yes sometimes no not applicable

2.2 Does the practice provide opportunities for colleagues to spend time together outside work, if they wish? Do these involve activities to suit different interests and preferences (e.g. people who might prefer to avoid alcohol)? *Give brief details*

Every year we have a paid-for Christmas party and summer social (we have had picnics, BBQs, Go-Karting and a trip to a water park).

We also offer free gym membership for the team and we have a social board in the tea room for notices about outings and team events such as: Halloween fright nights, engagement parties and wedding invites, birthday meals, cinema trips, Alton Towers days, Mexican food nights, murder mystery nights etc etc!

We are a very sociable team!

We offer a volunteer day each year to every member of the team. They can have this day off with each other and spend time together helping out a local charity.

2.3 What mechanisms are used to identify and address any difficulties or conflict between colleagues? *Give brief details and an example*

We have an open door policy for the management office, regular 1-2-1s, the management team have had CPD in coaching and mentoring, and a breadth of HR knowledge and qualifications. We have also done a number of mediation meetings between team members. These have been successful in the main and have cleared the air to resolve difference. If the problems were not resolved but both parties are good workers we would look to see if it was possible separate them via alternating shift patterns, or possibly look into a transfer to another practice if available. We find most conflicts can be resolved with talking through the issues. We also find management of poor performers helps reduce conflict. Conflict can often occur if one member of the team is not performing well, and management of these individuals will boost morale as well as hopefully turn that colleague around.

2.4 Does the practice have a clear policy relating to harassment and bullying at work, including processes for managing allegations of harassment or bullying?

Give brief details and an example

Yes- we have a 9 page document which is our bullying and harassment policy. This is very detailed and there is a clear process to follow. This is printed out and is accessible in our practice library. New starters also get a copy of this as part of their onboarding process. We had a student nurse who felt that one of the vets was always belittling her in front of everyone. She felt very uncomfortable working with him, believing that he was acting in a bullying manner. We followed the bullying and harassment policy and we were able to solve the situation informally via a mediation meeting between the vet and the SVN.

2.5 Any additional comments on support of relationships within your practice?

(maximum 150 words)

We are a very inclusive team and we make a conscious effort for there to be no barriers between teams; we treat everyone the same with respect. When we have a new starter we are very conscious that coming in to join such a big team in a busy practice is very daunting. We set the new starter up with a buddy (or a couple of buddies to accommodate rota pattern) so that they have someone to help them whilst they learn. When we do the new starter's induction we also do a practice tour and introduce them to each team member. We give them time with each team during their first week, to shadow them and meet the different colleagues. We have group Whatsapp set up for the different teams, as we find new starters are often a bit braver to interact via social media. We rota all of the team into different shift patterns and days of working, so they all work with different members of the team. The nurses and vets all rotate through surgery time, so they all get to work with each other. We have handover twice a day between day and OOH team, so this encourages communication and relationships to form between the teams. We have a large proportion of nurses and vets who work some day shifts and some OOH shifts, so this means it is not a "them and us" (days and nights) culture.

3. Communication at work

Ensuring that colleagues are informed about what is happening at work, and are able to have a say in how work is carried out, contribute to wellbeing. Effective communication is particularly important during periods of change at work.

3.1 Do colleagues meet regularly – i.e. daily or weekly – to discuss day-to-day work matters?

Give brief details and an example

We have an inpatient handover time blocked out on the vet and nurse diary twice per day. The first is at 9am until 9:30am and is a handover from the night team to the day team, and we have the reverse at 7pm until 7:30pm. All kennel nurses and vets on shift will be in on these handovers and they discuss the care plans for each patient and discuss finance and what communication the client has had so far and when it is next due. The surgical team (2 vets, 3 nurses) meet at 9.30am to plan the surgical workload. Each department will have their own meeting once per month where different matters are discussed. There is an agenda sheet that can be added to by each team on the run up to the meetings so that important matters can be discussed and not forgotten.

3.2 In the last six months, approximately how many meetings have been held at work for the following groups? *Specify number, or write n/a if not applicable.*

Vets: 6

Nurses: 6

Reception staff: 6

Support staff: 24

3.3 Apart from meetings, what other communication channels for colleagues are used in the practice? *Give brief details and an example*

Every team member has their own email address and can communicate to everyone else in the practice this way. As well as this each department has their own email group so that the vets, for example, can be emailed as a whole about matters.

The PMS has a facility where you can send a message to each person- this is great if the vet needs reception to get something ready for a client whilst they are in consults.

We have a number of noticeboards (social, health and safety, clinical audits, general) that we also use.

Recently the vets have created their own Whatsapp group so they can ask for opinions from each other on cases that they may have. They all love this as a form of support.

The team have a Facebook group and we all use Whatsapp to communicate with each other easily.

3.4 Are all members of the practice team able to have a say in how work is carried out? *Give brief details and an example*

Yes, completely!

We discuss ways of working in team meetings and as a team we implement change after discussing this with the whole team.

An example of this is when we went from 10 minute appointments to 15 minute consults. We held a practice meeting where we discussed as a whole the pros and cons of moving to 15 minute appointments.

This was a really indepth meeting as this was a huge decision to have to make. We had an anonymous ballot box and voting slips and over the course of two weeks the team voted on what they wanted. The decision was made by the entire practice team to change to 15 minute consults.

3.5 How do you communicate with staff on extended absence (e.g parental leave, sickness)? *Give brief details and an example*

We have a whole policy, our Attendance Policy, which covers all sorts of leave from sickness, long term absence, parental leave etc. so that we stick to the same processes and we are fair with everyone, this is a 13 page document.

We had a colleague on long term absence last year so we followed our long-term absence policy so that we made sure that we were looking after her properly. We held monthly wellbeing meetings with her so that we could see her progress, collect fit notes from her and help to support her through her illness. We also looked at any reasonable adjustments that we could make for her on her return.

3.6 Any additional comments on support of effective communication within your practice?
(maximum 150 words)

We continually review and look to improve our communication within our practice. We operate an open-door policy so that the team can talk to their line manager at any time. As a management team we also operate a 'live-feedback' policy whereby we provide feedback, both constructive and positive, to the team in the moment (or as close to that as possible). We don't believe in holding things back until appraisals as these should be a positive experience. We also publish an in house newsletter each month so that anything that may be missed in meetings is communicated to the team- this covers people, practice and promotions. We welcome new starters and say goodbye to leavers in this format as well. We also celebrate work birthdays on the newsletter. We also send out Survey Monkeys to ask the team anonymously about things such as ideas for our summer socials or Christmas parties. We also pay monthly for an online rota tool called Rotacloud. This means that colleagues always know when they are working and if there are any changes they get updated immediately. The tool also has a messaging function where the line managers can ask their team if they are able to change their shifts. Colleagues can request holiday and shifts swaps with their team members. This has revolutionised the rostering system within the practice!

4. Career development

Support for professional and career development, such as supervision, training, and constructive feedback on performance, are important both for effectiveness at work and wellbeing.

4.1 How often are appraisals carried out for colleagues in the following groups?
If you do not employ any of the job roles below, please write 'not applicable'.

New Graduate Vets:	Monthly
Student Veterinary Nurses:	Monthly
Vets:	6 monthly
Nurses:	6 monthly
Reception staff:	6 monthly
Support staff:	6 monthly

4.2 Is induction support provided for new colleagues in the following groups?
If you do not employ any of the job roles listed below, please tick not applicable

- Vets: yes no not applicable
- Nurses: yes no not applicable
- Reception staff: yes no not applicable
- Support staff: yes no not applicable
- Staff returning from absence:
(e.g illness, parental leave, travel) yes no not applicable
- Locum/temporary staff: yes no not applicable

4.3 Are there any mentorship schemes or other support schemes in place for staff? If so, which groups? (e.g new graduates)

Give brief details

Every team member has a mentor within the practice; someone who is more experienced in their role and someone who can guide and mentor them in their new role.

The new grad vets have the head vet, who has been qualified for 20 years and is an Advanced Practitioner, as their mentor. To begin with these new grads will have a weekly catch-up with their mentor to see how they are settling in. We will always start the new grads on booster appointments so they can get used to dealing with clients. We will then give them more basic poorly pet appointments when their confidence begins to increase. We won't plan appointments specifically for them, but their mentor will discuss the protocol for the problem that the pet has and then the new grad will pick up these appointments (double appointment time) when they feel confident and then go on from there.

4.4 Does the practice support relevant clinical development training for colleagues in the following groups?

If you do not employ any of the job roles listed below, please tick not applicable.

For each group where you have answered yes, give an example

Vets: yes no not applicable

The CPD budget is very generous for our team. We have 4 vets currently undertaking their certificates which are being paid for by the practice. We also pay for their petrol and accommodation if the CPD is far away. We encourage the vets to all look for CPD that they want to do and as long as it is relevant and will develop the colleague it will be supported. We have contacts with local referral specialists who let our team go to them for the day. We also have CPD workshops at the practice held by specialists. We allow time back in lieu for CPD days taken when not scheduled to work.

The new graduates are on a graduate scheme for 2 years - this allows 2 days CPD each month, and we cover the costs of travel and accommodation with this, and allocate this time as part of their hours.

Nurses: yes no not applicable

During appraisals we get the nurses to discuss what CPD they would like to do over the next 6 months. We fund all relevant CPD for the nurses- this is generally 2 days per year with no set budget, however, if we have someone who wants to do something which requires more days away from the practice we fully support this. For example, one of our nurses has just enrolled on the RCVS Advanced Nurse Practitioner course which will cost £4,000 for the two years. We fully support this new qualification and would like all of our senior nurses to undertake this in the future. 3 nurses have the BSAVA merit awards. We have 4 clinical coaches. All RVN attend a group conference once a year, funded by the practice.

We also empower the nurses by getting them to do 2nd vaccination appointments, post-op appointments, Cytosport injections, Schedule 3 procedures and dental x-rays. We also have a district nurse who goes out into the community to do visits for weight checks, post-op and blood pressure checks.

Receptionists: yes no not applicable

All receptionists are members of the BVRA and they each have £500 per year to use on CPD. They have all been on client care CPD and then they choose different CPD that they would like to focus on. For example, one of our receptionists struggles dealing with difficult clients, so she has recently been on the Onswitch Communications Training course to help increase her confidence.

They all receive training on insurance via petplan, and have all watched a bereavement webinar.

Several of our team have achieved the bronze and silver BVRA certificate, and are working towards gold!

4.5 Does the practice support relevant non-clinical development training for colleagues in the following groups?

If you do not employ any of the job roles listed below, please tick not applicable.

For each group where you have answered yes, give an example

Vets: yes no not applicable

The new grad vets have been on CPD regarding Interpersonal Skills to help them to communicate effectively with both clients and their new colleagues.
The lead vet has done a course on coaching and mentoring, as well as a course on supporting new grad vets.
One of the vets has CertAVP with modules in clinical governance, auditing and professional key skills.
We perform a lot of RSPCA work at the clinic, and we held an in house day CPD on animal welfare, ethics and the law.

Vet Nurses: yes no not applicable

The nurses have all done the Colourful Consultation CPD to help them in their nurse clinics. This includes increasing their confidence and understanding the psychology of communication. We also include the nurses in the 5 steps of telephone calls training so they are communicating in the most effective and efficient way with clients.
The clinical coaches undertake training and ongoing CPD with the college. Our head RVN went to the head nurses conference.
We also include the nurses on the pet loss journey CPD provided by Compassion Understood, Petplan training, Flea and Worming training.

Reception staff: yes no not applicable

The receptionists have all achieved the bronze level in the BVRA awards and we have a couple who have achieved the silver level. They have also all completed the pet loss journey CPD via Compassion Understood.
Depending on what each team member wants to focus or improve on, the reception team also has access to other CPD such as 'Managing Challenging Clients'.
The team are all up to date with their Petplan training.

Support staff: yes no not applicable

The management team have been on Mental Health First Aid courses so we have 3 mental health first aiders in the practice. They have also attended veterinary management CPD including coaching and mentoring, change management, wellbeing training and the Certificate in Veterinary Practice Management is available to them after 2 years' service. This has been achieved by the current PM. The management team all attend Carol Carpenter CPD on 'Managing Difficult Situations' to improve their confidence in managing people.
The team have attended SPVS conference for the last 4 years.

4.6 How are good performance and colleagues' achievements recognised by the practice?

Give brief details and an example

We have a 'Gratitude Board' in our tea room and the team can write little thank you notes to each other when they have helped each other with things.
We also give each colleague their birthday off each year.
We recognise colleague's loyalty and award additional annual leave to colleagues with 2 years' service and keep increasing this with their longevity. We also give colleagues with 5 years' service a special gift of vouchers- holiday vouchers, meal vouchers, shopping vouchers etc. Salary increases are given to vets and nurses when they gain certificates.
We print out positive comments from monthly client feedback and put these up in colleague rest areas. We run a colleague of the year award which is voted for by the whole team.

4.7 Any additional comments on support of professional and career development within your practice? (*maximum 150 words*)

We are always encouraging of any team member who would like to progress their career. Any development for an individual only strengthens the practice as a whole. An example of this is our practice manager. She had been with the practice for three years and expressed an interest in obtaining the Certificate in Veterinary Practice Management. She was constantly booking the rest of the team onto CPD, and although there has been developments in veterinary receptionist CPD and accreditation with the BVRA, there was little on offer for non-clinical managers. She attended a workshop for the CVPM so she could learn more about it and she was given the time back for this as it fell on her day off. Learning more about the certification, she decided that she wanted to sit the exam. There was a lot of work involved including a report that she had to write and an intensive exam. Sitting this exam gave her a lot more confidence and she gained a lot of veterinary knowledge about ethics and the statutory side of the industry that she did not have previously being non-clinical. We feel that she has become a more rounded, knowledgeable manager by obtaining this qualification and professionally developing herself.

5. Workload and work scheduling

Veterinary work can involve high workload, long working days, and working unsocial hours, including on-call working. Managing these effectively is important for wellbeing.

5.1 Do colleagues have opportunities for regular breaks during the working day?

If you do not employ any of the job roles listed below, please tick not applicable

Vets: yes sometimes no not applicable

Nurses: yes sometimes no not applicable

Reception staff: yes sometimes no not applicable

Support staff: yes sometimes no not applicable

5.2 Are individuals' workloads monitored and, if necessary, revised?

Give brief details and an example

We constantly review the workload of all members of the practice team so that they do not become overworked and burnt-out. An area where the workload was perhaps not evenly distributed was reception. We had a few receptionists who had been on the team for a number of years and were very knowledgeable, especially in insurance claims, so hence they did the majority of the work. As the practice became busier, we recognised the need for multiskilling all members of the reception team so that the ones who already knew how to do everything did not get overworked. We planned time for each of the newer receptionists to spend time being trained in the insurance process so that they could take some of the work from their colleagues. This resulted in a more engaged team as they were part of this extremely important process and a more efficient process for the practice and clients.

5.3 Do work schedules allow adequate recovery from work between one working day and the next?

Give brief details and an example

We follow the working time directive for all members of the team, so nobody ever has less than 11 hours uninterrupted rest between shifts. For the vets who work a mix of nights and day shifts we are very conscious of the change between nights and days. We always ensure that after a night shift the vets have at least 2 rest days before they are in work again on a day shift. This helps them to adjust between nights and days and they find that they are refreshed when they come back onto days. We do not allow any team member to work a back-to-back shift, for example, a day shift, then the night shift. The nights are treated as full working shifts, not run as "on-call". We do not allow any colleague more than 5 consecutive shifts in a row.

5.4 How is colleagues' work-life balance supported?

Give brief details and an example

All shifts are part of the team's contracted hours. Working past shift end times is extremely rare, as we have a separate, dedicated OOH rota. We do not give half days off - we give full days so it is a complete day of rest.

We have many members of the team on reduced or part time hours. For example, one of our receptionists had to take on more childcare for an immediate family member, so we advised she did a flexible working request. We approved this, reduced her hours and also put her on certain shift patterns to allow time to help her family.

5.5 Any additional comments on support of workload and work scheduling within your practice?

(maximum 150 words)

We are continually reviewing workload and scheduling within the practice. We are very flexible when it comes to shift patterns and break times.

We have a number of the team who have applied for flexible working and we have been able to grant these to a number of colleagues. We are very open with the team and encourage everyone to understand what works best for them and their home life.

We have recently reduced the hours of our team without reducing pay or holiday allowance. Being such a busy practice we appreciate that this can be demanding on the team, so we have reduced their contracted hours down from 42.66 to 40 (nurses) and 40 to 38 (vets). All new full-time team members will join us on 38 hours rather than 40, without salary being affected. We are working towards full time being 38 hours for all.

We manage the weekend diary for both the vets and the nurses. The vets are book on the day all weekend and the nurses only have a few consults for clients to book. This means that the team can look after the inpatients thoroughly and not get overbooked with routine and emergency appointments.

6. Work Demands & Work Conditions

Veterinary work can involve specific demands, such as working with distressed or discourteous clients, patient cases that are stressful, and lone working. Managing these demands effectively supports wellbeing.

6.1 Is training in working with clients provided for team members?

Vets: yes no not applicable

Nurses: yes no not applicable

Reception staff: yes no not applicable

Support staff: yes no not applicable

6.2 How are colleagues supported in the event of client complaints?

Give brief details and an example

We always speak to the colleagues involved in client complaints so that we may use them to learn for the future. We offer a no-blame culture and use client complaints to improve our service. The colleague in question is asked if they would like to see what the client has written (all complaints must be made in writing as per our practice policy) and then their line manager will go through the complaint in detail and ask for the colleague's version of events. They will look at if there is anything that could have been done differently (the line manager will coach this out of them rather than giving them the answer that they may want) and ask if there is anything that we as a practice can do to help them avoid anything in the future. If they require any additional training or support then this is made available to them. The line manager will compose a reply and show this to the colleague so that they know they are happy with it.

6.3 How are colleagues supported in the event of clients being abusive or threatening?

Give brief details and an example

Abusive and threatening behaviour towards our team is not tolerated. Any client acting in a threatening or abusive way will be asked to leave the premises and if they will not leave we will phone the police. After the event a witness statement will be obtained from anyone who saw what happened and we will dismiss the client from the practice. We will never put our team in danger and clients will never be allowed to return to the practice following any such behaviour. We are very clear in this policy and there is no exceptions. We have CCTV in reception and a panic button.

6.4 How are colleagues who may spend time working alone supported?

Give brief details and an example

We do not allow lone working in any instance.

We actually increased our out of hours team from one vet and one nurse, to one vet, one nurse and one veterinary care assistant as we found that it was not enough to have just two people on an out of hours shift. They can take it turns to have a rest, still leaving two people to be awake in case anything should happen.

This also allows for sickenss - if the nurse calls in sick the vet works with the kennel assistant etc.

We do not allow the OOH team to walk dogs on their own at night - 2 people must go outside, and we have bought head torches and improved lighting outside.

6.5 Any additional comments on support of work demands within your practice?

(maximum 150 words)

We are continually reviewing the workload and environment that our team work in. We recently had a mini-refurb of the tea room so that it was more comfortable for the team. We had a few options for how this could be done (types or chairs, amount of workspace etc) and we got the team to vote on this. We have bought beds for the night team to bring in with them from home, to allow comfy rest when on shift. Having regular 1 to 1 meetings with all of the team (monthly) really is key to ensure that we are looking after the team's wellbeing.