This symposium discussed various initiatives developed in the Tees, Esk and Wear Valleys (TEWV) NHS Foundation Trust to provide psychologically informed support to staff working in forensic settings.

Lauren Pandit discussed Schwartz Rounds, which provide structured forums to discuss challenges encountered when caring for patients. Previous qualitative and quantitative research on Schwartz Rounds (see Goodrich, 2012; Lown & Manning, 2010; Reed et al., 2015) has demonstrated positive staff outcomes in other health-care settings, but has not examined forensic settings. Thus, the Trust’s forensic services analysed quantitatively feedback questionnaires completed by all Schwartz Round attendees \( (N = 606) \) between June 2015 and May 2018. Staff evaluated the Schwartz Rounds positively, and rated the facilitator’s role in discussion as most helpful. There was no significant difference in the ratings of different professionals, but previous attendance significantly influenced future attendance. In concluding, Lauren highlighted the importance of enabling staff to attend Schwartz Rounds, and the need for future qualitative research.

Next, Esther Pepperdine discussed compassionate leadership in the Probation Service. Although practising compassion at work has numerous positive outcomes (see Poorkavoos, 2016), the nature of forensic services (including Probation) can make this difficult. Thus, the trust provided a half-day workshop to 10 Senior Probation Officers (SPOs), aiming to highlight the difficulty but importance of compassionate leadership and gain commitment from SPOs to implement this in practice. The effectiveness of the workshop was quantitatively and qualitatively evaluated. SPOs rated the aims of the workshop as on average being 95 per cent achieved, with qualitative feedback reflecting this. Fear of Compassion Scales (Gilbert et al., 2011) demonstrated that SPOs were significantly less fearful of giving compassion to themselves and others, and receiving compassion from others, following the workshop. In concluding, Esther highlighted that even a brief intervention can improve compassionate leadership at work.

David Banks discussed the ‘Master Coach’ initiative, developed in the Trust to enhance staff performance and improve the workforce culture. Twelve staff members were trained as accredited Master Coaches, learning various coaching skills (e.g. asking high quality questions, goal-setting, problem-solving), and tasked with using these to help struggling teams. A small team of coaches have made numerous developments in the trust’s forensic services, including engagement with the Director of Operations (who has recently completed the accredited training), delivering short coaching awareness sessions, attending team away days, and assisting staff teams in identifying issues and goals. Although a new initiative, the team have thus far offered coaching to over 60 staff members. The team plans to increase their reach in the future by supporting inter-
ested staff in gaining Master Coach accredit-
ation.

Claire Bainbridge concluded the sympo-
sium, discussing staff wellbeing. The related
components of wellbeing (feeling and func-
tioning well) and resilience (coping with
adversity) have four common components
– confidence, social support, purposefulness
and adaptability. Existing literature suggests
bidirectional relationships between work
and wellbeing variables (see Bevan, 2010;
Brunetto et al., 2012; Gallup, 2013; Schaufeli
et al., 2008, Shuck & Reio, 2013; Soane et
al., 2013). Increased employee wellbeing is
related to increased meaningful engagement
at work, which again increases employee
wellbeing. These correlations have important
related outcomes inside of work (e.g. less
burnout and absenteeism, greater commit-
ment) and outside of work (e.g. greater
life enjoyment and physical health). The
trust’s forensic services have implemented
various initiatives to improve this, ranging
from therapeutic techniques (e.g. mindfulness)
to physical activities (e.g. group sports)
and healthy eating (e.g. team lunches).
In concluding, Claire highlighted that
the benefits of these initiatives have been
reflected in positive staff and patient survey
results, and reduced absenteeism.

Orla Gallagher
PhD student, University College Dublin &
the Irish Prison Service

References
Bevan, S. (2010). The business case for employees health
and wellbeing: A report prepared for investors in people
Brunetto, Y., Teo, S.T.T., Shacklock, K. & Farr-Wharton,
R. (2012). Emotional intelligence, job satisfac-
tion, wellbeing and engagement: Explaining
organisational commitment and turnover inter-
ventions in policing. Human Resource Management
Gallup. (2013). The state of the global workplace: Employee
engagement insights for business leaders worldwide.
Gallup: Washington, DC.
Fears of compassion: Development of three
self-report measures. Psychology and Psychotherapy:
Theory, Research and Practice, 84, 239–255.
Goodrich, J. (2012). Supporting hospital staff to
provide compassionate care: Do schwartz centre
rounds work in english hospitals? Journal of the
Royal Society of Medicine, 105, 117–122.
centre rounds: Evaluation and interdisciplinary
approach to enhancing patient-centred commu-
nication, teamwork and provider support.
Academic Medicine, 86(6), 1073–1081.
is it and why do organisations need more of it?
Horsham: Roffey Park Institute.
Reed, E., Cullen, A., Gannon, C., Knight, A. & Todd,
J. (2015). Use of Schwartz centre rounds in a UK
hospice: Findings from a longitudinal evaluation.
Workaholism, burnout, and work engagement:
Three of a kind or three different kinds of employee
Shuck, B. & Reio, T.G. (2013). Employee engage-
ment and wellbeing: A moderation model
and implications for practice. Journal of
Leadership & Organizational Studies, 21(1),
43–58.
Soane, E., Shantz, A., Alfes, K. et al. (2013). The
association of meaningfulness, wellbeing, and
engagement with absenteeism: A moderated
mediation model. Human Resource Management,
52(3), 441–456.