



“

I think it was really an approach to create a **sense of purpose**, a **shared narrative**. To provide some sort of psychological safety for not only the senior leadership team, but also for people in the team, to try and connect them with a purpose.

Public Health Team, Doncaster



So, I think from a Director of Public Health perspective, I've not got any surge capacity, that I could draw on. I've got my current team, and I could pay them more and you know, extra hours., but it was difficult, so we have created a bank of contact tracers that we can call on from across the council. But of course, there are challenges about how you maintain people's skills in that setting. I think as we sort of recruit people into Local Authority Public Health functions and other functions in Local Authority, we're going to have to be more agile. People are going to have to have breadth and depth. Often, we've recruited people who've got an interest in a particular area. But actually, we're going to need people that can span across, and not just have the competence to span across, but the psychological space to span across.

The key things we tried to achieve by doing that were to create, I suppose, some sort of psychological security for the organisation. We try and have a bias to action. So, by creating this movement of structuring

our response, many of us haven't managed global pandemics before, I know some Directors of Public Health have been involved in HIV epidemics and other things, not all of us will have been DPHs during that time, and it's got limited I suppose historical memory of that.

I think it was really an approach to create a sense of purpose, a shared narrative. To provide some sort of psychological safety for not only the senior leadership team, but also for people in the team, to try and connect them with a purpose. I think by allowing people to partly self-select where they want to spend their time allowed better alignment of purpose. Then I think it's also designed to continue to build this sort of we call it "team Doncaster", sort of our overriding ethos to how we're doing and managing things. So, across the council, across partners, across the public, that's been supported by some of our comms marketing activity. So, "do it for Doncaster", "let's do it for Doncaster", those sorts of things.

What are the key points in this story extract?

How does it resonate (or not) with your own experience of the COVID-19 pandemic?



IDEAS
ALLIANCE