

# ACEM Wellbeing Award: Individual Category, 2023

## Dr Jennifer Macqueen



When Dr Jen Macqueen reflects on what ‘wellbeing’ means to her, she explains that although well-intentioned, the term had lost its meaning over the years. *“We felt that wellbeing had lost meaning and we wanted to bring this back. So we rebranded it as CRAG – Celebrating Resilience and Grit! We felt this more accurately reflected our day-to-day challenges and reinvigorated our appetite to have some fun within and away from our workplace.”*

***“I enjoy feeling connected to the people I work with, getting to know them and feeling like I am part of a bigger family”***

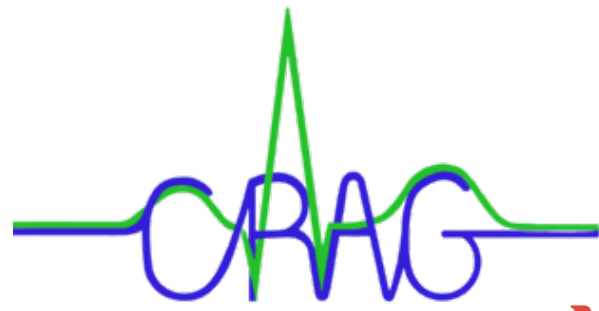
Dr Macqueen’s explanation of what wellbeing means to her highlights some of the reasons behind why her colleagues at the Royal Hobart Hospital nominated her for the individual ACEM wellbeing award in 2023: *“Wellbeing to me means feeling healthy, positive, and happy 😊 and particularly in my workplace”*. For Dr Macqueen, connection is a catalyst for this positivity, *“I enjoy feeling connected to the people I work with, getting to know them and feeling like I am part of a bigger family”*. And for Dr Macqueen, the push and pull of her clinical work, administrative duties and home life is a constant juggle, reflecting that *‘being a mum of 4 busy children, wellbeing is about balancing my work and family life’*.

The culture that Dr Macqueen has influenced within the Emergency Department can be seen catching like wildfire across the organisation and even beyond the bass straight! And this culture has been carefully crafted through her own understanding of what makes a resilient ED. For Dr Macqueen, *‘A resilient ED is one that allows us to work in a challenging environment, and bends but does not break’*. From the multiple programs that she has fostered and sustained, her mission is clear, *‘My aim is to create a supportive work environment that considers staff wellbeing and includes access to debriefing opportunities after critical incidents. I also believe in strong leadership that fosters teamwork and advocates for resources and supports staff during these challenging times’*.

***Some of Dr Macqueen’s more notable programs of work are described below in her own words.***

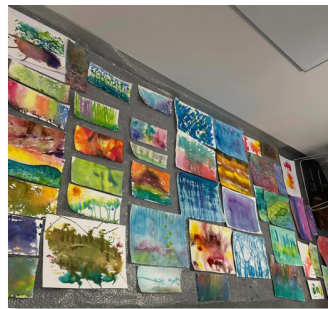
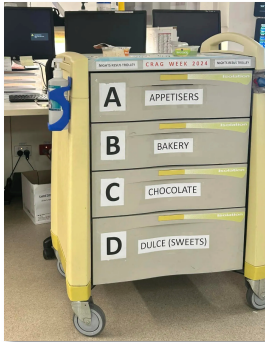
### **1 CRAG: Celebrating Resilience and Grit**

The word ‘wellbeing’ was rebranded in our ED to ‘CRAG’...**Celebrating Resilience and Grit!** We felt this more accurately reflected our day-to-day challenges and reinvigorated our appetite to have some fun within and away from our workplace. So, in lieu of ACEM’s annual wellbeing week the Royal Hobart Hospital’s ED now celebrates an annual CRAG week! A week filled with activities including rock climbing, mountain biking, running, smoothie bike riding in the tearoom, departmental massages, mindfulness at handover times and celebrating our diverse cultural backgrounds with ‘food from home’. With the powerful tonic of singing together....Medising choir was prescribed! Comprising ED and Ambulance Tasmania staff our choir sing weekly and participate in the annual *‘Festival of Voices corporate choir challenge’*. Festival of Voices celebrates the power of singing that brings people together in the Tasmanian winter. This opportunity is always fun, rekindles that sense of belonging and connection with our colleagues and makes us laugh!



CELEBRATING RESILIENCE AND GRIT

Medising





## 2 Bosie



Sometimes, all we need is a hug! In the Northeast of Scotland where I am from this is called giving someone a **bosie**. Unfortunately, the stressful and time poor nature of our work in the emergency department can often exacerbate how people feel and over time, this can increase our individual risk of vicarious psychological trauma.

### What is a bosie?

A **bosie** allows any ED staff member to anonymously 'check in' on a colleague for an occasion where they seem to be struggling. Examples include after a particular traumatic or emotive case or recognising a colleague is not their usual self. The bosie recipient receives an email notification initially and this is followed up by a phone call from the team within a few days. Our small bosie team is multidisciplinary, including nurses, doctors, and social work staff. The phone call provides an opportunity to check in on our colleagues, validate feelings and provide additional information about supports available to them.

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### What has the bosie program done for our department?

The implementation of **bosie** has significantly transformed staff culture within our ED by fostering an environment of support and understanding. By encouraging open conversations around mental health, such as asking “RUOK?”, staff members now feel more comfortable seeking help during challenging times, effectively reducing the stigma. This shift has not only enhanced morale and overall wellbeing but has also contributed to improved staff retention, as employees feel valued and supported. Additionally, the program has helped identify trends in the effectiveness of clinical debriefs, allowing us to discern when immediate, or “hot,” debriefs are necessary for emotional closure, versus when a more reflective, or “cold,” debrief is appropriate. This proactive approach has cultivated a resilient and cohesive team, ultimately benefiting both staff and patients alike.

## 3 Implementation of STOP5 Hot clinical debrief tool



The implementation of the STOP5 Hot Debrief tool, designed in Scotland, has revolutionized our approach to post-case discussions in the emergency department. This interactive, structured team dialogue occurs immediately after complex clinical cases, allowing us to reflect not only on our performance but also on the wellbeing of our team members. Since its introduction, the STOP5 tool has fostered a culture of openness and support, enabling staff to share their experiences and feelings in a safe environment. Its success has led to adoption by other departments within the hospital, including the recent rollout of a new Code Grey process aimed at mitigating workplace violence and aggression. This collaborative effort underscores our commitment to creating a safer and more supportive workplace for everyone.