

**PLEASE NOTE THAT THIS DOCUMENT IS INTERIM GUIDANCE ISSUED IN DECEMBER 2021, PENDING CONSIDERATION OF AN OVERALL DECISION MAKING FRAMEWORK BY THE COUNCIL'S EXECUTIVE MEMBERS IN EARLY 2022. IT SHOULD BE USED TO INFORM PRACTICE AND RECORDING AND WILL BE UPDATED/FINALISED FOLLOWING RELEVANT COUNTY COUNCIL EXECUTIVE DECISIONS**

**North Yorkshire County Council**

## **MANAGING PRESURES IN ADULT SOCIAL CARE: ADVICE FOR MANAGERS AND FRONTLINE WORKERS**

### **Interim Guidance Notes**

#### **Introduction**

The Covid-19 pandemic has put unprecedented pressure on public services and has resulted in significant changes taking place in how social care and NHS services are delivered. .

Councils have had to introduce major changes into how services are organised, particularly around hospital discharges, which are now undertaken in accordance with the NHS national discharge pathway.

In addition, since July 2021, when many Covid-19 legal restrictions were eased, and the economy began to re-open, there has been fierce competition in the labour market, including for jobs in care, hospitality, retail, logistics and other sectors. North Yorkshire is no exception to this situation, although in some respects it is as well-placed as many other councils in the region and across England.

It should be noted that, within this context, the County Council has:

- Increased investment in adult social care, even during austerity, to the point where it is now around 43% of the Council's total budget, including through the pandemic, when it has secured additional NHS funding as well as made hardship payments to care providers
- Invested in practice teams to support frontline teams, as well as mental health services and more staff for Continuing Health Care work and work with people who are part of the Transforming Care programme and/or have complex life circumstances
- Just approved an additional £6m package for adult social care (£2m of which is recurring) for frontline assessment, review and other staff and hands-on quality improvement support for care providers

- Worked with the NHS to secure an extra £6m for a pay uplift for up to 16000 care workers across regulated services in North Yorkshire and a further £3m targeted funding for care providers to help with workforce issues
- Built and opened new extra care schemes, even during the pandemic, with at least half a dozen more either being built or planned

However, despite this support, the situation remains challenging, especially as frontline teams have worked tirelessly throughout the pandemic. At the same time, people who did not present to social care or the NHS in the first lockdown have subsequently presented to services with a greater level of need.

Many frontline workers and managers will feel an understandable frustration and personal responsibility if they find that the options for providing care are more limited. However, these issues are not a matter of personal fault: in this situation, the whole Council is working to support effective, timely practice and to ensure that the people that we serve in communities across North Yorkshire are as safe and well as possible

As a result of current pressures, people who use our services and their families are understandably frustrated when the services they were expecting to receive may not be their first choice, or delivered as they expected, or where waiting times are longer than expected. This situation means that Adult Social Care staff are regularly having conversations with individuals and families about potential alternatives and about how best to keep safe and well whilst awaiting for the preferred service. Sometimes, these conversations can be challenging for all involved.

As the pressures on the care sector continue to grow it is unlikely that the current issues we are facing will be resolved quickly. It is therefore important that we are honest with those people using our services, and their families and carers, in order to help them to manage their lives and health and to take practical steps which help them. This means being realistic about expectations and looking creatively at what might help within the local community or through family support, as well as through traditional services.

A key part of our practice is, and remains, looking at individual and community strengths, to help people live as well as possible within the place that they call home. Where possible we should start with what informal support is available in the local community and, then, what services may be required. Direct payments and carer grants are a good way of helping people to get the support they need and we should always discuss these options to see if they can help find solutions.

It is also important that we continue to support each other as colleagues through this time and ensure that we look after our own health and wellbeing and look out for our colleagues. The Health and Adult Services Leadership Team continues to monitor referrals, service activity, caseload sizes and sickness across all teams and localities every week, working with managers to take action when and where it is needed. At this time, more than ever, it is important that teams continue to have regular team meetings and 121 (or, if necessary, group) supervisions, to help manage workload and to provide mutual support. At a senior level, there is an expectation that all managers and frontline workers will:

- Meet regularly to plan their work and offer mutual support and help
- Take
- Escalate concerns and problems to more senior managers for help where they cannot resolve an issue

The Council's intranet also has advice for all managers and staff on keeping well and managing stress at work.

It should also be noted that senior managers also keep the Council's Management Board and senior Elected Members informed of key pressures within adult social care services.

The following sections of this document set out:

- the current care market position and how to explain these issues to those using our services and their families
- the Council's plans to try and reduce ongoing pressures
- Advice on having difficult conversations with individuals regarding care arrangements for themselves or a family member
- some useful tips for supporting each other when having potentially difficult conversations with members of the public

### ***Actions to increase capacity and manage current demand***

The introduction to this document sets out some of the investment that has already been committed. The biggest challenge is workforce availability rather than funding, as evidenced by financial commitment the Council is making to social care.

Practical steps that are being taken include:

- Major, ongoing recruitment campaigns for provider services (in-house and independent) and assessment teams - to fill vacancies and increase capacity: [www.makecarematter.co.uk](http://www.makecarematter.co.uk)
- Maximising the "grow our own" model for social workers (apprenticeships, student to practitioner pathway etc.)
- Widening the scope for recruiting more Social Care Co-ordinators and other community practitioners
- Developing a separate team of review practitioners, to ensure people with long-term care needs get regular reviews of their care
- Expanding the Quality Improvement Team, which supports care providers where they are struggling or may need assistance
- Improved Induction programmes for new starters.
- Increases in Business Support, where we cannot recruit to social care roles, to enable practitioners to focus on work only they can do
- Managing demand by utilising Agency staff (while we recruit to posts) and procuring outside social work and OT services for specific pieces of work (such as some care reviews and home adaptations work)
- Amending the Deprivation of Liberty Safeguarding rota to give more capacity back to teams

- Service developments: including more extra care schemes; earmarked funding for grants for family carers; exploration of alternative options for non-regulated services; expanded voluntary sector services (such as Home from Hospital), bringing forward an April 2022 pay uplift for care workers in regulated services; hardship payments to struggling care providers

## **What should we be telling those who are using our services and their families?**

It is important that we continue to be honest with members of the public in our conversations with them, and to help them to think about different ways that we, and they themselves, can help. We need to be realistic and consistent in the messages we give.

It is also important to remember in every conversation that the person may be worried, anxious or concerned about their own care or that of a loved one, that they may not appreciate the current pressures on health and social care, and need some reassurance and for their views to be heard – even if a solution cannot immediately be found. Equally, they may have seen TV or other media coverage that has worried them and need re-assurance.

Taking the time to listen and provide an empathetic response will support a better outcome for the person.

## **Key messages you can share with families/persons requesting support- or are on a waiting list for support**

Acknowledgement that the pandemic has been very difficult and has had a significant impact on people's health, wellbeing and livelihoods. Unfortunately, this has put considerable pressure on social care, the NHS and other public services, which you may have heard, or read about, in the media, or had direct experience of yourself.

In social care due to staffing vacancies, reductions in the number of care providers, etc, we may not always have the full range of staff or services available to provide what would have been a "normal" service prior to the pandemic. On some occasions, for example, when there are new waves of Covid-19 and more people have to self-isolate or are sick, then we may need to make rapid, temporary changes to services and how they are delivered. On other occasions, labour market competition may mean that we are unable to recruit to roles and this may necessitate temporary service changes. Wherever possible, we will notify people about these changes and try and ensure there is some service availability, even if reduced.

We have a statutory duty to meet people's needs for care and support (including for family carers) under the Care Act but we are concerned that we may not always have the required staffing levels for the reasons set out above. We will continue to endeavour to meet our duties by encouraging a strength based approach, to ensure families, friends and community organisations are supported to assist in meeting a

person's needs. This means that we will look at what people can do themselves; what informal support may be available from family/friends; what informal support exists in their local community; and then, what formal services may be required or are available. Sometimes, a direct payment or carer's grant is a better way for people to get the support that they need and we should, in line with national policy, always make sure people are aware of these payments and how we can support them with them.

We should always talk with people using services, and their carers, about the help we may need from them:

*If you are currently receiving care and support at home, and we want to reassure you that we are working with all our providers to ensure that we can continue to meet people's needs, however we anticipate that some services may become stretched at certain times*

*Should there be any difficulties with your provider being able to deliver any aspect of your care, they will explain this to you and look at the ways in which they can continue to support you working with ourselves as needed.*

*If you have any concerns, about your package of care, you should raise this with your care provider in the first instance and they will work to resolve these for you.*

*If you do not need all the support you currently receive, or over certain days, some visits will not be required, please let your provider know as soon as possible, to enable us to manage our limited resource as efficiently as possible to support the people of North Yorkshire.*

*In the current circumstances, we may need to work with you to make different decisions regarding how we offer our support. This may require us to prioritise our resources to those people with the most urgent need, supporting as many people as we can to manage the most urgent risk in order to keep people safe.*

*It is important that you share with us any relevant information (including changes) that will inform our assessment of risk and decision-making.*

## Having difficult conversations

The following pages provide tips on having difficult conversations with members of the public, who may feel anxious or worried.

As set out above it should always be remembered that people will understandably be focused on their own individual situation, rather than the wider service pressures. Therefore, it is important to allow them to voice their views and to respect these, whilst at the same time be open and help to be realistic about expectations.

No member of staff should have to take verbal abuse or any discrimination, and if an individual is unwilling to respect this requirement, all staff have a right to terminate a

call or visit. They should then discuss this situation with their line manager to look at alternative ways of managing the situation, or try the conversation at a different time.

# Top Tips for managing difficult conversations

Managing difficult conversations with members of the

public can be challenging in different ways. It can be even harder when people are worried, unwell, upset or angry.

We asked colleagues to share their

Top Tips about how they manage difficult calls, interactions and situations with members of the

public.



## Keep calm!



The number one tip everybody gave was to **keep calm**. This can be hard, but staying calm is the best way to be able to manage your own emotions and respond to someone else's.

### People said

- Focus on your breathing to stop your heart pounding and reduce any adrenaline rush
- Speak softly and keep your voice steady
- Not being defensive in your approach
- Reduce the volume of your voice as people become louder
- Stay respectful and courteous as much as possible to model the expected behaviour in a phone call.
- Remember it probably isn't about you.

## Manage expectations





Difficult situations can happen because people have different expectations about what a call or meeting is about. Find ways to be on the same level as quickly as possible.

### People said:

- Ask what outcomes they are wanting.
- Be honest about what you can achieve.
- If you say you will do something, make sure you follow it up.
- If call is planned, agree purpose beforehand, what will be discussed and what won't be discussed
- If it is an unplanned call, interaction or situation – start by explaining the purpose of speaking with each other.



	<ul style="list-style-type: none"> <li>• If not fixable in way they want, explain as clearly and simply as possible why not.</li> </ul>
<b>Empathise</b> 	<p>Empathy was one of the mentioned words when colleagues were asked to describe respectful behaviour.</p> <p>Having and showing empathy for the person you are working can change the tone of a conversation and lead to better outcomes.</p> <p><b>People said:</b></p> <ul style="list-style-type: none"> <li>• I try to understand the person's needs and why they feel this way</li> <li>• <i>"I put myself in the customers' shoes to understand the upset they are feeling."</i></li> <li>• Acknowledge their position for example: <i>'that sounds difficult'</i> or <i>'I hear what you're saying'</i></li> </ul>
<b>Listen (and <i>show</i> you are listening)</b> 	<p>Listening attentively to what people are saying is both respectful and critical to understanding what people need or want.</p> <p>Active listening is about focussing on what people are saying, not interrupting and showing that you have been paying attention.</p> <p><b>People said:</b></p> <ul style="list-style-type: none"> <li>• Listening more than speaking</li> <li>• Try to focus on what is being said and listen carefully.</li> <li>• <i>"I reflect back what I think I'm hearing"</i></li> <li>• Try to really listen and not get defensive (fight mode).</li> <li>• Listen clearly and reflect back to show you've heard</li> <li>• Use simple phrases like <i>'uh, huh'</i>, <i>'OK'</i> and <i>'I see'</i> to show you are actively listening.</li> <li>• Try to summarise what you've understood e.g. <i>'I can hear that you are upset / angry because of ... is that right?'</i> or <i>"have I understood you correctly"</i></li> <li>• If meeting in person, use positive body language and eye contact</li> </ul>
<b>Don't interrupt</b>	<p>In some cases, being able to speak about their situation and experiences and have them acknowledged can be the main reason for a person to call.</p>





Interrupting when someone is sharing their story can make people more frustrated and create unnecessary tension.

**People said:**

- Allow the person to talk without interrupting.
- You may not agree with their point of view but make sure they have the opportunity to give it and feel listened to.
- If someone becomes irate or angry I stay calm and let them speak and then I wait and will offer my help and support when is needed.
- I find interrupting may make them angrier so it's best to stay quiet and let them have their say.

**Try to find solutions**



Not being able to progress issues can lead to frustration for everyone. Know the options open to you and think creatively to find a way forward.

**People said:**

- If you get agreement then move into trying to resolve.
- Work together to come to a pass – solution – way forward
- Is this something that you can resolve with an apology and action to fix e.g. *"I will get someone from correct department to call"*
- Find meaningful solutions that recognise people's circumstances – not just a 'quick fix'
- Do not promise anything out of your control e.g. exactly when someone will respond or funding levels.
- Explain how they can challenge (where relevant) and do anything appropriate to assist.
- If appropriate follow up after a few days to check sorted.



**Be clear where the line is**




Even when people are upset or frustrated it is important that everyone feels safe and respected. Everyone needs to know there is a line, and the consequences if it is approached or crossed.

**People said:**

- Be clear about what comments or words are not okay
- Be firm but fair. If abusive or inappropriate language is used, feel empowered to state that it will not be tolerated.
- Explain that you are willing to listen but they must stop using aggressive / abusive or you will put the phone down.

	<ul style="list-style-type: none"> <li>• If they continue to be abrupt and start swearing, I advise I will terminate the call. If they continue I will release the call. I would always warn someone when releasing a call.</li> <li>•</li> </ul>
<b>Time Out!</b> 	<p>Sometimes it can be better for everyone to stop and take a short break. This can be used in a positive way to take the emotion out of a difficult conversation.</p> <p><b>People said:</b></p> <ul style="list-style-type: none"> <li>• Offer to give them 5 minutes to calm down</li> <li>• Offer to take a break and come back in five minutes. Say you will ring them back (so not cost to them).</li> <li>• If the person becomes aggressive, suggest ending the current call and re-scheduling for another time.</li> <li>• If meeting in person, adopt a neutral face and listen but stop the conversation and suggest reconvening at a later time.</li> </ul>
<b>Get help</b> 	<p>You are never alone in your role. If you feel that you cannot resolve a situation on your own, seek help from a colleague or your line manager.</p> <p><b>People said:</b></p> <ul style="list-style-type: none"> <li>• Remember, it is <b>not</b> just part of the job. You have a right to be treated respectfully.</li> <li>• Agree as a team to help each other in difficult situations</li> <li>• Pause a call to speak with colleagues and ask for advice</li> <li>• Tell the person that you need to seek advice before you can manage their situation and offer to call them back later.</li> <li>• Don't be afraid to escalate a situation to your line manager - don't just accept it and carry on</li> <li>• Debrief with colleagues and managers afterwards</li> <li>• Remember that you have the right and permission from senior management to end a call in case of abuse.</li> <li>• Put a marker in LLA for a person who is continually challenging</li> </ul>
<b>Terminate the call</b>	<p>If a person continues to use abusive or threatening language, even after warnings, then end the call.</p> <p><b>People said</b></p>

	<ul style="list-style-type: none"> <li>• If people are offensive/shouting, terminate call and advise information will be sent in the post</li> <li>• Terminate the call if it gets out of control and you are unable to make progress, improve or rectify the situation.</li> <li>• Make appropriate notes to record events. Share with your line manager or colleagues according to the situation.</li> </ul>
---	--

## Related resources and other useful tools

[Taking care of YOU Toolkit | Intranet: North Yorkshire County Council](#)

## RESPECT - Supporting each other

Managing difficult or abusive phone calls and interactions with members of the public can be challenging.

People told us how important it is to have the support from colleagues, line manager and team before, during and after difficult conversations.



We asked people to share their Top Tips on how to look out for each other and be there for colleagues who might need a bit of support. We have put these in two sections **(1) In the office** and **(2) Working remotely**

### 1. In the office

People told us that it is easier to manage difficult conversations in the office than at home. This is because of things like:

- Support from colleagues and line managers
- Being in a professional workplace environment
- Quiet, private places to work
- Access to the right equipment like monitors and work telephones



Even with all these things in place, it is still good to think about practical steps that teams can do to help prepare for, manage and respond to challenging situations.



#### Share and prepare








Depending on the task, it might be possible to anticipate difficult calls and interactions. For example you might be returning a call or contacting a number of people about the same issue.

If you think that there might be challenges ahead, you might:

- tell a colleague or your line manager so they are aware
- rehearse or role play the call first
- think about the approach / language you're going to use
- be clear about the context of the call

	<ul style="list-style-type: none"> <li>• share relevant experiences of difficult conversations</li> <li>• do some team coaching and mentoring (if appropriate)</li> </ul>
<p><b>Be aware and be available</b></p> 	<p>Supporting each other as a team starts with being aware of how colleagues are feeling and what tasks lay ahead.</p> <ul style="list-style-type: none"> <li>• Be aware of any impending difficult call / visit / meeting</li> <li>• Offer your support, recognising that some people may not initially feel that they need help</li> <li>• Offer to sit by them or join the call to listen.</li> <li>• Offer reassurance during the call.</li> <li>• Get someone a drink if the call is going on for a while</li> </ul>
<p><b>Be in the background</b></p> 	<p>Supporting someone does not mean taking over. It means being available if needed, and doing just enough to give colleagues confidence they are not alone.</p> <ul style="list-style-type: none"> <li>• Listen first: stay quiet.</li> <li>• Don't jump in and interrupt unless you are asked to do so.</li> <li>• Support can be just mouthing "Are you OK?"</li> <li>• Use MS Teams to send a message during the call</li> <li>• Afterwards, encourage colleagues to take a step back and reflect to see if things look any different.</li> </ul>
<p><b>Create timeout opportunities</b></p>	<p>Pausing a conversation can be a good way to take some of the tension out of a situation or get more information.</p> <ul style="list-style-type: none"> <li>• Don't be afraid to put someone on hold to ask a colleague a quick question.</li> </ul>

	<ul style="list-style-type: none"> <li>• Be clear to the caller about what you are doing, for example “I’d just like to check this out with a colleague. Is that ok?”</li> <li>• If no one is available, use the time to look answers up</li> <li>• Offer to call back if you need more time.</li> </ul>
<p><b>Managers, be ready for escalation</b></p> 	<p>The presence of a manager can help colleagues feel supported in challenging situations.</p> <ul style="list-style-type: none"> <li>• As a manager take the call / attend the visit / meeting if you feel that that is required.</li> <li>• A challenging conversation is a learning opportunity. Find a balance between being available and taking over.</li> <li>• Recognise that your presence, or listening in, may make some people more anxious</li> </ul>
<p><b>Step away</b></p> 	<p>Challenging situations can be physically and emotionally tiring. Taking some time out afterwards can help you to recover.</p> <ul style="list-style-type: none"> <li>• take time away from other calls and demands, so you can process what happened</li> <li>• ask someone in your team to cover if needed / appropriate</li> <li>• move away from your desk and work area if possible</li> <li>• brisk exercise can help you recover and move on</li> <li>• depending on the conversation and/or time of day, suggest taking an early lunch or finishing earlier</li> </ul>
<p><b>Debrief</b></p>	<p>Talking about what happened with colleagues can be a useful way to process a difficult exchange. Make time for each other and find ways to learn together.</p> <ul style="list-style-type: none"> <li>• After a call / meeting, ask colleague(s) if they are OK and if they would like to talk.</li> <li>• Raise any concerns with manager soon after difficult calls</li> </ul>

	<ul style="list-style-type: none"> <li>• Managers, be clear you will be available as soon as possible and build this into your day.</li> <li>• Remember that some colleagues may just want to have a chat or talk about something completely different.</li> </ul>
<p><b>Follow up</b></p> 	<p>Some situations may affect people's confidence to do their job. Don't leave situations unresolved or unaddressed.</p> <ul style="list-style-type: none"> <li>• Establish regular peer / team conversations, especially where difficult calls are a regular part of the job</li> <li>• Encourage ongoing training and use of development resources e.g. giving and receiving feedback, difficult conversations</li> <li>• Encourage use of wellbeing resources</li> <li>• In the case of regular issues or persistent complainants, talk about ways to address and manage ongoing concerns</li> </ul>

## 2. Working remotely




People told us that one of the things that makes it hard to manage difficult conversations when working from home is not having the support from colleagues.



These are some Top Tips people shared on ways to support each other with difficult calls and situations if you are working away from the office.

<p><b>Acknowledge the challenge of remote working</b></p>	<p>The increase in remote working has had many benefits for flexible working. There have also been some challenges.</p>
---	---



	<p>Talk as a team about these changes and how you can support each other.</p> <ul style="list-style-type: none"> <li>• <i>“In the office there are more opportunities for natural 30 second or 2 minute chats whilst working.”</i></li> <li>• <i>“I think it is harder to get a bit of ‘distance’ at home.”</i></li> </ul>
<p><b>Prepare yourself and prepare together</b></p> 	<p>Even if you are working from home, it is important to work as a team. Find ways to catch up virtually to plan ahead.</p> <ul style="list-style-type: none"> <li>• <i>“Discuss ahead of the call and have debriefs afterwards.”</i></li> <li>• <i>“Set out the parameters of the call first. This can be done conversationally – ‘so what we are trying to do is X’”</i></li> <li>• <i>“I try to avoid the emotion in these calls it tends to drive the [poor] behaviour.”</i></li> <li>• <i>“[I always feel] I am supported before difficult conversations, whether this is going over what needs to be said or just reassurance.”</i></li> </ul>
<p><b>Be available</b></p> 	<p>Let colleagues know you are available, and that you are happy to get a text, email or direct message to assist.</p> <ul style="list-style-type: none"> <li>• <i>“I ensure colleagues know [I am] accessible and offer support / prompts via Skype before during and after the call”</i></li> <li>• <i>“I prep with a colleague if [I am] aware that [one of us is] going into a tricky meeting or call.”</i></li> </ul>

## Buddy Up



Reaching out to each other and finding a buddy can take the stress out of difficult situations.

- *“Ask colleagues ‘are you free’ [and] buddy up for support”*
- *“I make myself available for support and debrief”.*
- *“We ring each other through the day to check on each other as I am aware our manager wants to support us as much as she can when struggling.”*
- *“I take responsibility to ring someone myself if [I am] feeling stressed after a call / email exchange.”*

## Work together where appropriate



Two heads can sometimes be better than one. Talk together and agree if it is better to have back up from a colleague



- *“[I have] occasionally joined a call – sometimes having another person can prevent the call escalating or defuse the situation”*
- *“[I would] possibly ask colleague to come too if [the] issue has relevance for them or I just need support.”*
- *“[I] would ask the person if [this is] ok to bring someone else in and make the reason about me e.g. “they have a bit more expertise around [a certain topic].”*

## Debriefing, however you can



As in the office, talking about what happened can be a way to process difficult interactions. Find ways to do this remotely.

- *“Ensure time is given to rationalise and evaluate the call.”*
- *“I make it clear that I am happy to be contacted to debrief.”*
- *“I have a very supportive head of service and manager. If they know I had a difficult conversation / meeting we will debrief via Skype / Teams.”*
- *“I Skype with colleagues and support them by listening to the situation”*

<h2>Recovery Time</h2> 	<p>Colleagues told us that stepping away and making time to reset is harder when working at home but still important.</p> <ul style="list-style-type: none"> <li>• <i>“Move away from your desk to take some time out”</i></li> <li>• <i>“Have a cuppa and a breath - use mindfulness for a break”</i></li> <li>• <i>“Walk around the block or even house in bad weather”</i></li> <li>• <i>“talk to the dog or cat (if you have one!) if no one is free”</i></li> <li>• <i>“I listen to music for ten minutes”</i></li> <li>• <i>“Take half an hour to go outside and have some fresh air to get distance from the situation.”</i></li> <li>• <i>“Manager [should make it] clear that [it is] ok to have a break after a difficult transaction e.g. make a coffee, go outside for 5 mins, [or] ring someone.”</i></li> <li>• <i>“Reflection time is working...”</i></li> </ul>
<h2>Keep in Touch</h2> 	<p>People talked about the importance of regular catch ups across the whole team. This should not just be when people have had difficult conversations, but whenever teams are remote working over long periods.</p> <ul style="list-style-type: none"> <li>• <i>“[I make myself] available to touch base each day to check in ‘how are you?’”</i></li> <li>• <i>“I take a virtual ‘walk’ around the county to check on my individual team members, not just my managers, talking about non work”</i></li> <li>• <i>“I have ‘met’ colleagues’ children, partners, dogs, cats etc. I bring them into the conversation and say what I am up to as well”</i></li> <li>• <i>“I encourage people to put their cameras on so faces can be seen.”</i></li> <li>• <i>[Create a] regular team meeting space.</i></li> <li>• <i>“We have team meetings daily to discuss any issues we have or anything we want to discuss.”</i></li> </ul>

For more tips and helpful resources on working remotely please visit  
<http://nyccintranet/news/have-you-got-zoom-fatigue>