

Supplementary Material 3: Interview topic guide - Hub staff

As part of this research, we are carrying out an evaluation of the support offered by the Resilience Hubs, and of the benefits and challenges of the way that the Resilience Hubs help people to access additional support services. This research will allow us to explore how helpful the Resilience Hubs have been in helping people to access support during this difficult time, and whether there are aspects of the Resilience Hub model that we could change in order to improve services in the future.

About You

- I would like to start with a little background on you: Please could you tell me briefly about the role that you were doing before you came to work at the Hub?
 - And what role is it you are doing at the Hub?
- How many days a week do you do at the Hub?
 - Depending on response to how many days – Do you work at the Hub full time? If not, where else do you work and in what role?
- Have you been seconded to the Hub?
 - How's that gone? Have there been any difficulties?
- Did you receive any specific training or induction when you started at the Hub? (not mandatory training but more specific training e.g., trauma etc.)

Normalisation Process Theory

1 of 4 COHERENCE - how people **make sense** of what is new and what they have to do with it. *Sense making*. Individuals' clarity regarding the purpose of the intervention.

<p>Is the Resilience Hub a new way of working for you?</p> <p>How does the Resilience Hub way of working differ from your usual practice or ways of working in other mental health services?</p> <p>[Perhaps emphasise here the model, e.g., screening/time of response etc]</p>	Coherence/ Differentiation
<p>Do you understand what it is that you need to do within your role at the Hub? Could you tell me what that is?</p>	Coherence / Individual specification
<p>Does everyone involved agree about the purpose of the Resilience Hub?</p> <p>What do <i>you</i> see as its purpose?</p>	Coherence/ Communal specification
<p>Does everyone involved grasp the potential benefits and value of the Hub?</p> <p>What do you see as its value and benefits?</p>	Coherence / Internalisation

2 of 4 COGNITIVE PARTICIPATION - relational work – building relationships, working out the work that people have to do around building and developing relationships. Work that individuals and organizations necessarily do in order to enrol individuals to engage with the intervention.

<p>Could you tell me who was involved in the setup and driving forward of the Hub's work?</p> <p>What were the key factors or skills & experience that they had that helped with the Hub's setup?</p> <ul style="list-style-type: none"> Do you think there should have been others involved in the set-up of the Hub? <p>Do you think the set up of the Hub came at the right time?</p> <ul style="list-style-type: none"> Would it have been more useful earlier/later? 	<p>Cognitive Participation/ Initiation</p>
<p>Have you needed to reorganise the Hub team or the ways in which you work together in order to accommodate changes to the model along the way?</p> <p>Are you or have you recruited any new staff over time? / Has the Resilience Hub recruited any new staff over time? (depending on role of person being interviewed)</p> <ul style="list-style-type: none"> If so, are there particular skills or experience you've been looking to recruit? – Why is that? <p>Some people have mentioned that there is more demand for teams-based consultation work compared with individual work, do you agree, and in what ways has the Hub had to adjust its models to adapt to that?</p> <ul style="list-style-type: none"> or adapt to the changes in demand? 	<p>Cognitive Participation/ Enrolment</p>
<p>Do you feel that the Hub model is the best way of supporting health and social care staff?</p> <ul style="list-style-type: none"> How does it fit in with existing mental health services or other Trusts & organisations? <p>When Hub staff speak to other teams and organisations, has work been needed to build credibility with health or social care staff who might access the Hub?</p> <ul style="list-style-type: none"> (Do staff see the Hub services as 'legit'?) What sort of things help build this credibility? Can you think of anything that has undermined credibility? 	<p>Cognitive Participation/ Legitimation</p>

<p>What were the actions and procedures that were necessary to put in place the right support for key workers, and how easy were these to come up with, put into practice, and keep them going?</p> <ul style="list-style-type: none"> Has there been anything that has had to be adapted or changed in any way to do this? Is there anything else that you think should have been changed? <p>How did the Hub get into the existing system of staff support? (e.g., Trust leads, HR leads, occupational health, staff wellbeing services) – e.g., so that people know what the Resilience Hub is, help get the word out to staff about the Hub, keep the Hub information visible etc, sharing staff contact details with the Hub, this is who we are this is what we do to sell themselves as a service to get referrals</p> <ul style="list-style-type: none"> Why has there been so much outreach? What's the uptake been like since doing outreach? Why do you think that might be the case? <p>How has the Hub team gone about defining what the Hub offer is?</p> <p>How much involvement have you had personally in this?</p> <ul style="list-style-type: none"> [Depending on response] Would you have liked to have been involved? Do you think you could have bought some useful elements to this? 	<p>Cognitive Participation/ Activation</p>
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3 of 4 COLLECTIVE ACTION - The **operational work** involved in the implementation itself. The work that individuals must do to make the intervention function.

<p>Have you experienced any challenges with translating the Hub's model from 'on paper' into everyday practice?</p> <ul style="list-style-type: none"> <i>Could you tell me about some of these challenges (if any) that you have encountered?</i> <p>Have you met any (other) obstacles or barriers that have limited your (or the Hub's) clinical effectiveness?</p>	<p>Collective Action/ Interactional workability</p>
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<p>Do you think there are any aspects of the Hub model or the way the Hub works that might create barriers or accessibility issues for people from different demographic groups/cultural backgrounds?</p> <ul style="list-style-type: none"> • What else could the Hub do to help with this? 	
<p>Do you <i>feel</i> that you have the right skills and training needed for your role?</p> <ul style="list-style-type: none"> • In what ways are these skills different to what is needed in your usual professional role? • Are there any areas where there are tasks you have to complete <i>that you feel</i> are not matched up to your skills and training? 	Collective Action/ Skillset workability
<p>Are you confident in how your team is delivering the Hub model?</p> <p>Are there any areas in which you're less confident in the Hub? As a team, how have you helped build confidence in the Hub model?</p> <ul style="list-style-type: none"> • Are there any changes you would like to see? <p>Do you have confidence in the onward referrals that you are making to other services or organisations, that patients are being picked up and receiving the treatment that they need? (In what ways have you been able to improve connections with other services / negotiate referrals?)</p> <ul style="list-style-type: none"> - How frequently are people referred on? - Client expectations do they match up (depending on response) 	Collective Action/ Relational integration
<p>Does the Hub in general and the Hub team have sufficient resources? E.g., Are parts of the Hub model and its implementation held up because certain resources aren't available?</p> <p><i>Hub team & Hub model:</i></p> <ul style="list-style-type: none"> • Is there sufficient funding for the staffing you need at the Hub? • Training in specific issues (either internal or externally provided) – e.g., bereavement support; supporting people from BAME communities etc. • E.g., comm's support • Equipment 	Collective Action/ Contextual integration

<ul style="list-style-type: none"> • Management support <p>Have the resources been made available for you personally to do your work at the Hub?</p> <p><i>Own role & personal:</i></p> <ul style="list-style-type: none"> • If participant has been seconded - Have there been any issues covering your substantive post? • Supervision & Hub staff wellbeing support (e.g., check in/ wellbeing exercise) • Support/accommodation of any personal responsibilities (e.g., caring, home schooling, own mental health etc.) • Resources to do all of this • Supervision • Management support <p>Could anything have been done better?</p>	
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4 of 4 REFLEXIVE MONITORING - The **appraisal work** people do to assess and understand the ways a new set of practices affect them and others around them. *Appraisal work throws up what is going well/not so well and looks at does something need to change which feeds into reconfiguration.* Participants reflection or appraisal of the intervention.

<p>In what ways do you judge the effectiveness of the Hub model?</p> <ul style="list-style-type: none"> • How do you collect information which informs you how effective it is and what information do you collect? 	<p>Reflexive Monitoring/ Systematisation</p>
<p>How effective do you think the Hub model has been in supporting key workers access mental health support during the pandemic?</p> <ul style="list-style-type: none"> • How do you think the factors that you have just mentioned about the Hub's effectiveness have affected how you work? (In the Hub and/or in other services?) • How has it affected your views on service delivery models (both in relation to the Hub model, but also other mental health service models?) 	<p>Reflexive Monitoring/ Individual appraisal</p>

Based on your evaluation and experience how do you think the impact /effectiveness of the Resilience Hub could be improved?	
<p>Do you come together with other people to talk about how effective the Hub is? (Either formally or informally)</p> <p>Do you think it would be helpful?</p> <ul style="list-style-type: none"> How have you negotiated overcoming challenges together with others? / How have you dealt with any challenges that you have encountered with others? <p>→ Other people could be:</p> <ul style="list-style-type: none"> Within the Hub team With other Resilience Hubs With teams/services Wider stakeholders? E.g., expert reference group; commissioners etc. 	Reflective Monitoring/ Communal Appraisal
<p><Probably talked a quite a bit about this already – so either skip or ask if there is anything else to add></p> <p>Has the Hub model been redefined or changed in any way in response to any of the things that we have been talking about?</p> <p>Based on your evaluation and experience how do you think the impact /effectiveness of the Resilience Hub (either yours specifically, or the Resilience Hub model in general) could be improved?</p> <ul style="list-style-type: none"> [Would the setup of the Resilience Hub model need to change if further Hubs were to be set up nationally? (e.g., eligibility; protocols; funding and resourcing etc.)] <p>What might the Resilience Hubs look like in future?</p> <p>From your experience, what do you think would be the most important factors to consider in order for Resilience Hubs to be sustainable in the future?</p>	Reflexive Monitoring/ Reconfiguration

That concludes the interview, thank you. Do you have any questions for me? Or is there anything else you would like to add?