

#### **Supplementary Material 4: Interview topic guide - Wider stakeholders**

*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 your job role and organisation, and whether this has changed at all in light of the pandemic?
- In what ways were you involved in the provision of support for staff who had been affected by their work during the pandemic?

### **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>At the start of the pandemic, what were the perceived needs, priorities and 'drivers' for supporting the mental health / wellbeing needs of health/social care staff in your area/organisation?</p> <p>Was there agreement across the care system about that?</p>	<b>Coherence/ Communal specification</b>
<p>What is your understanding of what the Resilience Hub is, and how it works?</p> <ul style="list-style-type: none"><li>• (Update with current function etc if needed)</li><li>• Break down the Hub offer eg individual vs team offers</li></ul>	<b>Coherence / Individual specification</b>
<p>Does the Resilience Hub model differ from usual ways of working in other mental health services or staff support offers? In what ways?</p> <p>What, if anything, is the Hub providing that is different from what would otherwise be available for staff [in your organisation?]</p> <p>To what extent do you think other individuals or other parts of the system understand how the Hub differs from usual staff support provision?</p> <p>What have been the facilitators or barriers that may have helped or hindered yours or others' understanding of what the Hub does?</p> <ul style="list-style-type: none"><li>• Eg communication</li></ul>	<b>Coherence/ Differentiation</b>
<p>In what ways does the concept of the Resilience Hub fit into the identified needs/priorities for supporting health and social care staff?</p> <p>To what extent do people agree about the specific purpose of the Resilience Hub(s) in supporting health and social care staff?</p>	<b>Coherence/ Communal specification</b>

<p>Has that changed over time at all?</p> <p>What do <i>you</i> see as its purpose?</p>	
<p>Does everyone involved grasp the potential benefits and value of the Hub?</p> <p>Has that changed over time?</p> <p>What do you see as its value and benefits?</p> <p>If you felt you could benefit from some support, would you consider using your local Resilience Hub?</p> <ul style="list-style-type: none"> <li>• Would you have any reservations?</li> </ul>	<p><b>Coherence / Internalisation</b></p>

**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>Do you think the right people were involved in the setup and driving forward of the Hub's work?</p> <p>Looking back, do you think there should/could have been anyone else involved in facilitating the Resilience Hub's setup? (either key individuals or roles; or whole departments / organisations)</p> <p>Do you think the set up of the Resilience Hub(s) came at the right time?</p> <ul style="list-style-type: none"> <li>• Would it have been more useful earlier/later?</li> </ul>	<p><b>Cognitive Participation/ Initiation</b></p>
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<p>How have you been able to get people on board with the Resilience Hub model? What work have you had to do to get people involved and help set up and drive forward the Resilience Hub?</p> <p>In what ways have you/your organisation collaborated with the Hub as part of its setup / on an ongoing basis?</p> <ul style="list-style-type: none"> <li>Was this collaboration built on existing relationships, or newly developed?</li> </ul> <p>What worked well in terms of collaboration between the organisations/services, and have there been any challenges?</p> <p>In what ways has this collaboration (or lack of) helped/hindered Hub's setup / the work of the wider system?</p> <p>Was it difficult to collaborate? Were there any barriers to inter-agency collaboration? From your organisation in particular?</p>	<p><b>Cognitive Participation/ Enrolment</b></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"> <li>Individual vs team-based offers / organisational/systemic challenges</li> </ul> <p>Does the Resilience Hub as a model and a service fit with the aim of supporting professionals within the NHS access mental health support? Does the Resilience Hub fit with other organisations and services?</p>	<p><b>Cognitive Participation/ Legitimation</b></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"> <li>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?</li> </ul> <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> <p>Hub staff have told us how much outreach has been needed to try to convince staff to come forward to seek support</p> <ul style="list-style-type: none"> <li>Why do you think this has been necessary?</li> </ul>	<p><b>Cognitive Participation/ Activation</b></p>

<ul style="list-style-type: none"> <li>Are the Hubs going about this in the most effective way?</li> </ul>	
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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>How well do you think the Hub integrates with the existing system of staff support, Employee Assistance Programmes, or other mental health services across health and social care organisations in your region?</p> <ul style="list-style-type: none"> <li>Overlap with existing services</li> <li>Joining the dots between services</li> <li>Resolving any gaps in service provision</li> </ul> <p>In what ways has the Hub's integration with other services (or lack of) helped/hindered the work of the wider system?</p> <p>In what ways do you think the Hubs help (or don't help) to meet unmet support needs within the system?</p> <p>What do you think are some of the benefits and challenges of the Hub's position within this existing system of staff support?</p> <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"> <li>What else could the Hub do to help with this?</li> </ul>	<p><b>Collective Action/ Interactional workability</b></p>
<p>Has there been sufficient availability of people with the right expertise (management; clinical skills) to work within the Hub/ staff support in general (staffing / recruitment)?</p>	<p><b>Collective Action/ Skillset workability</b></p>
<p>To what extent do you think local Trusts, organisations and individual staff members have confidence in the Resilience Hub services?</p>	<p><b>Collective Action/ Relational integration</b></p>

<ul style="list-style-type: none"> <li>- Do you feel that other services trust or have confidence in the work that the Resilience Hub does? Are other services recommending that people seek support from the Resilience Hub?</li> <li>- Has the Hub successfully built up credibility with both the system and individuals within it?</li> <li>- What sort of things help build credibility?</li> <li>- Are there any factors that may have undermined credibility?</li> <li>- Some people have suggested that there are challenges in terms of persuading people to access support services, do you think this is the case, and if so why? <ul style="list-style-type: none"> <li>o Is this the case across other support services or is it specific to the Hubs?</li> <li>o In what ways do you think the Hubs could improve uptake?</li> <li>o Any potential barriers? <ul style="list-style-type: none"> <li>▪ IG difficulties for reaching key workers and the interface with the Hub?</li> <li>▪ Prioritisation of different groups? Eg hard to reach groups</li> <li>▪ Communication – getting the word out there</li> <li>▪ Confidentiality</li> </ul> </li> </ul> </li> <li>- Issues around under-represented groups? <ul style="list-style-type: none"> <li>o Demographic groups, e.g. men, staff from Black, Asian, and minority ethnic groups</li> <li>o Occupational groups, e.g. care home staff</li> </ul> </li> </ul>	
<p>(If relevant) Have the funding &amp; resources been made available for you to be able to support the implementation of the Resilience Hub?</p> <ul style="list-style-type: none"> <li>• E.g. management support, available resources, competing local and national service priorities</li> </ul> <p>Has the funding been made available for staff support in general in your organisation/the wider system? How does the Hub fit into that?</p>	<p><b>Collective Action/ Contextual integration</b></p>

**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>What methods do you use for judging the effectiveness of the Hub model?</p> <ul style="list-style-type: none"> <li>How do you collect information which informs you how effective it is and what information do you collect?</li> </ul>	<p><b>Reflexive Monitoring/ Systematisation</b></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"> <li>How has it affected your views on service delivery models (both in relation to the Hub model, but also other mental health service models?)</li> </ul> <p>In what ways do you think the impact /effectiveness of the Resilience Hub could be improved?</p>	<p><b>Reflexive Monitoring/ Individual appraisal</b></p>
<p>Do you come together with other people to talk about how effective the Hub is? (Either formally or informally)</p> <ul style="list-style-type: none"> <li>How have you negotiated overcoming challenges together with others? / How have you dealt with any challenges that you have encountered with others?</li> </ul> <p>→ Other people could be:</p> <ul style="list-style-type: none"> <li>Within the Hub team</li> <li>With other Resilience Hubs</li> <li>With teams/services</li> <li>Wider stakeholders? E.g., expert reference group; commissioners etc.</li> </ul>	<p><b>Reflective Monitoring/ Communal Appraisal</b></p>
<ul style="list-style-type: none"> <li>Post-pandemic, do you see the Resilience Hubs as sitting within a range of services? And if so, where?</li> <li>In terms of sustainability, beyond the pandemic, what do you see as the most useful role for the Resilience Hubs? E.g. <ul style="list-style-type: none"> <li>1. An infrastructure that can be used in other ways to support the <b>mental health/wellbeing needs of key workers/professionals</b></li> </ul> </li> </ul>	<p><b>Reflexive Monitoring/ Reconfiguration</b></p>

<p>a. Organisational support? Teams etc – e.g. when Trusts merge? [What's available in other Trusts / health and care?]</p> <p>b. Tackling existing issues?</p> <p>2. Supporting people affected by <b>large scale trauma in general</b> (e.g. supporting a range of people and a range of incidents)</p> <ul style="list-style-type: none"> <li>• What do you see as the key aspects of the Hubs that are most valuable to the existing system of mental health/wellbeing services? E.g. <ul style="list-style-type: none"> <li>○ Specialist skills in working with trauma</li> <li>○ Able to be scaled up or scaled down according to need</li> <li>○ Crossing geographical boundaries</li> <li>○ Crossing service boundaries (e.g. all ages)</li> <li>○ Whole family approach</li> <li>○ Proactive / outreach approach</li> <li>○ Positives but also negatives/potential issues &amp; implications of these – eg crossing boundaries</li> </ul> </li> <li>• Preventative role? – e.g. staff sick leave etc</li> </ul>	
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That concludes the interview, thank you. Do you have any questions for me? Or is there anything else you would like to add?