incidents. A weak positive relationship (0.36) was identified with incidents.

GMC Conditions

Seven doctors with pre-existing GMC conditions were aligned to the Trust. From 2011, four (57%) had concerns escalated to the Medical Director. From 2011–18, approximately 1,030 doctors were aligned to the Trust. Only 285 (28%) doctors had concerns escalated, indicating those with conditions were twice as likely to encounter difficulties.

Conclusions

There is evidence that recruitment practices impair quality and so it was necessary for the leadership team to act. Employing doctors with GMC conditions was suspended. Services could not operate if SR was immediately made mandatory so a programme of staff development has been instigated to reduce the need for this practice. This involves working with the clinicians, Health Education England, GMC and professional bodies to:

- Re-open the Associate Specialist grade.
- Overhaul the CESR offering.

### ORCHESTRATING JOY AT WORK

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10.1136/leader-2019-FMLM.69

Introduction

NHS staff can suffer from burn out, low morale and poor teamwork. Good interdisciplinary teamwork is pivotal to patient centred care. It discourages silo mentality and hierarchical behaviours. Helping staff perform music in an orchestra with their colleagues may augment staff wellbeing, teamwork and inspire joy at work.

Methods

Within one year, a Trust Orchestra was created and implemented in a busy London tertiary facility at Imperial College Healthcare Trust, partnering with the associated university. The team was led by a multi-professional group of volunteers, facilitated by the Quality Improvement Team. Ethical approval was not required, as this work was part of a service evaluation. The orchestra involved trust staff or healthcare students who played at the required standard (at least ABRSM Grade 7).

This orchestra rehearsed weekly and performed three concerts in the following year. At the end of this intervention period, participants were asked to complete a preliminary survey. They rated how participating in the orchestra had impacted their feelings and work-related behaviours.

Creation of the orchestra required significant leadership skills to engage trust staff in the concept and considerable team management skills to facilitate merging of disparate groups.

Results

Over 80% of participants attributed the orchestra to a marked increase in happiness, well-being and motivation. 70% reported it helped them relate better to other healthcare professionals and over 60% felt it improved their communication.

The orchestra has built a community extending beyond the musicians to the audience, patients, staff and people in the wider local area.

Conclusion

Joy at work can be achieved from innovative projects led by passionate individuals. Creative thinking to enable joy at work presents challenging and rewarding opportunities for leadership outside conventional structures within a NHS corporation.

Conflicts of interest

Nil to declare.

### PEN-TO-PAPER: A PEN-PAL SCHEME BETWEEN CAMBRIDGE MEDICAL STUDENTS AND ELDERLY RESIDENTS

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10.1136/leader-2019-FMLM.70

Background

Loneliness and social isolation are health risk factors that are comparable to obesity and cigarette smoking, with those experiencing it having a 26% greater likelihood of mortality. There are two at risk population groups: young adults (18–25 years) and oldest old (70 years).

Through a combination of questionnaires, user-stories and discussions with experts, we learnt that this research applied to Cambridge: