

Reading list

Staff engagement and wellbeing

April 2014

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HEALTH AND SOCIAL CARE STAFF

BOOKS/REPORTS

Point of Care Foundation

Staff care : how to engage staff in the NHS and why it matters.

London : Point of Care Foundation, 2014

Web publication

This report shows that the way healthcare staff feel about their work has a direct impact on the quality of patient care as well as on an organisation's efficiency and financial performance. It argues that it is not only necessary for healthcare providers to encourage staff engagement (the process by which staff come to have a positive attitude towards the organisation and its values) but to accelerate it. The report, which reviewed evidence from a wide range of sources, highlights that: patient satisfaction is consistently higher in trusts with better rates of staff health and wellbeing; there is a link between higher staff satisfaction and lower rates of mortality and hospital-acquired infection; the NHS could save £555 million a year if it reduced sickness absence by a third; and stress and burnout are more frequent in the NHS than in other sectors - approximately 30 per cent of sickness absence in the NHS is due to stress.

<http://www.pointofcarefoundation.org.uk/Downloads/Staff-Report-2014.pdf>

Robinson, Paul and Tyndale-Biscoe, Julian

CHKS

What makes a top hospital? : patient and staff experience.

What makes a top hospital : 6 (June 2013)

Alcester : CHKS, 2013

HOA (Rob)

This report discusses themes such as how successful trusts use feedback, measuring staff and patient experience and what good feedback looks like. It is designed as a resource for any trust that wants to use feedback to inform service improvement. It also features a number of case studies including York Teaching Hospital NHS Foundation Trust and Macmillan.

http://www.chks.co.uk/userfiles/files/CHKS_2013_WMATH_6.pdf

Associated documentation <http://www.chks.co.uk/Knowledge-Base>

Manley, Kim

Foundation of Nursing Studies

Insights into Developing Caring Cultures : a review of the experience of the Foundation of Nursing Studies.

London : FoNS, 2013

Web publication

This report outlines insights from the Caring Cultures programme of work, which aimed to help nurse-led teams to create healthcare workplaces that are conducive to the delivery of high quality care, and provide a supportive place for staff to work.

<http://www.fons.org/resources/documents/CultureReviewFinalReportMarch2013.pdf>

Associated documentation <http://www.fons.org/programmes/creating-caring-cultures.aspx>

King's College London. National Nursing Research Unit

Does NHS staff wellbeing affect patient experience of care?

Policy Plus ; Issue 39 (May 2013)

London : King's College London, 2013

Web publication

Researchers in the NNRU have completed a study within the English NHS exploring the links between patients' experiences of health care and staff experiences at work such as staff motivation and wellbeing at work. Staff and patient views were captured at the team/unit level - where possible matching staff to the individual patients they cared for to test associations between staff and patient experience.

<https://www.kcl.ac.uk/nursing/research/nuru/policy/Currentissue/Policy-Plus--Issue-39.pdf>

National Institute for Health Research. Health Services and Delivery Research (HS&DR) report:

<http://www.nets.nihr.ac.uk/projects/hsdr/081819213>

National Patient Safety Foundation. Lucian Leape Institute

Through the eyes of the workforce : creating joy, meaning, and safer health care.

Boston MA : NPSF, 2013

Web publication

Workplace safety is inextricably linked to patient safety. Unless caregivers are given the protection, respect, and support they need, they are more likely to make errors, fail to follow safe practices, and not work well in teams. This report looks at the current state of health care as a workplace, highlights vulnerabilities common in health care organizations, discusses the costs of inaction, and outlines what a healthy and safe workplace would look like. The report concludes with seven recommendations for actions that organizations need to pursue to effect real change.

http://www.npsf.org/wp-content/uploads/2013/03/Through-Eyes-of-the-Workforce_online.pdf

Associated documentation:

<http://www.npsf.org/about-us/lucian-leape-institute-at-npsf/lli-reports-and-statements/eyes-of-the-workforce/>

NHS Employers

The staff engagement toolkit.

London : NHS Employers, 2013

Web publication

This resource provides information and tools to help increase staff engagement. There is a wide range of information, from an introduction to staff engagement, to practical working examples, to evidence on the benefits an organisation can achieve from having an engaged workforce. The toolkit was launched at the NHS Confederation annual conference and exhibition on 6 July 2011 and updated in December 2013.

<http://www.nhsemployers.org/SiteCollectionDocuments/Staff%20engagement%20toolkit%2010%20January%202013.pdf>

Associated documentation:

<http://www.nhsemployers.org/EmploymentPolicyAndPractice/staff-engagement/Staff-engagement-toolkit/Pages/Staff-engagement-toolkit.aspx>

Weeks, Steven

NHS Networks

Staff engagement : good for everyone.

Smart guides to engagement.

[London] : NHS Networks, 2013

Web publication

This guide helps clinical commissioning groups (CCGs) to develop and sustain engagement with their staff and points to sources of help to achieve this.

http://www.networks.nhs.uk/nhs-networks/smart-guides/documents/Staff%20engagement%20-%20good%20for%20everyone.pdf/at_download/file

Associated documentation: <http://www.networks.nhs.uk/nhs-networks/smart-guides/>

Storey, John and Holti, Richard

Open University Business School

Towards a new model of leadership for the NHS.

Leeds : NHS Leadership Academy, 2013

Web publication

This paper was commissioned by the NHS Leadership Academy as a contribution to thinking about the future development of leadership in and around the NHS. It was prepared in collaboration with the Hay Group. An extensive review of the literature on leadership in healthcare and related services industries was undertaken in order to identify critical attributes. On the basis of this review, a new Leadership Model for the NHS is proposed, organised under three main headings: 'Provide and justify a clear sense of purpose and contribution'; 'the motivation of teams and individuals to work effectively'; and 'focus on improving system performance'. Each heading relates to a category which in turn contains a set of behaviours. The approach is intended to help deal with the duality of shared leadership forms while also clarifying the behaviours expected of those occupying leadership positions in the NHS.

<http://leadershiplearning.academiwales.org.uk/uploads/attachments/rIP4Orizq.pdf>

Lupton, Carol and Croft-White, Clare
PANICOA

Respect and protect : the experience of older people and staff in care homes and hospitals.

London : Comic Relief, 2013

Web publication

The PANICOA research provides insight into the nature and frequency of different types of abuse and gives an indication of the overall "balance of care" (of good or bad treatment) in the homes and wards studied. The high level of correspondence (or "read across") between the main findings of the individual studies suggests that the composite picture they provide is likely to be broadly indicative of the situation in care homes and hospitals more widely.

http://www.panicoa.org.uk/sites/assets/Final_Main_PANICOA_Report_web.pdf

Associated documentation: <http://www.panicoa.org.uk/downloads>

ISBN: 9781859359372

Owen, Tom and Meyer, Julienne
Joseph Rowntree Foundation

My home life : promoting quality of life in care homes.

York : JRF, 2012

Web publication

This report summarises the lessons learnt from the My Home Life Programme examining 'what works' in the promotion of 'voice, choice and control' for older people who live in care homes

<http://www.jrf.org.uk/sites/files/jrf/care-home-quality-of-life-full.pdf>

Goodrich, Joanna and Cornwell, Jocelyn
The King's Fund

The contribution of Schwartz Center Rounds to hospital culture.

[London] : The King's Fund, 2012

Web publication

The King's Fund Point of Care programme aims to improve the experience of patients in hospital and to support staff to provide high-quality, patient-centred care. Hospital staff are working in highly pressurised environments and the nature of their work is complex, intense and emotionally challenging. This has an impact on staff wellbeing, which in turn affects their ability to care for patients with compassion. We describe here one intervention which we believe makes a positive contribution to hospital culture and to relationships between staff and patients. Schwartz Center Rounds ('Rounds') are a multidisciplinary forum designed for staff from across the hospital to come together once a month to discuss the non-clinical aspect of caring for patients "" that is, the emotional and social challenges associated with their jobs. Rounds have been running for 14 years at more than 200 sites in the United States, and The King's Fund introduced them to this country in 2009. [Introduction]

<http://www.kingsfund.org.uk/publications/articles/contribution-schwartz-center-rounds-hospital-culture-2012>

West, Michael A. and Dawson, Jeremy F.
The King's Fund

Employee engagement and NHS performance.

London : The King's Fund, 2012

Web publication

This paper was commissioned by The King's Fund to inform its review of leadership in the NHS.

It has long been recognised that engagement of employees with their work and organisation is a factor in their job performance, but the research evidence for this has been steadily increasing over recent years. In this article we summarise this evidence along with the theories underlying it, paying special attention to research from the health sector. In particular, we examine recent evidence from the national NHS Staff Survey, which has collected data on employee engagement since 2009. We highlight how this is linked to a variety of individual and organisational outcome measures, including staff absenteeism and turnover, patient satisfaction and mortality, and safety measures, including infection rates.

<http://www.kingsfund.org.uk/sites/files/kf/employee-engagement-nhs-performance-west-dawson-leadership-review2012-paper.pdf>

Associated documentation:

<http://www.kingsfund.org.uk/publications/leadership-engagement-for-improvement-nhs>

NHS Employers

Model staff engagement policy.

London : NHS Employers, 2012

Web publication

NHS Employers has developed a model staff engagement policy based on good examples and learning from those organisations who already have a policy in place. It needs to be adapted and customised locally where indicated.

<http://www.nhsemployers.org/SiteCollectionDocuments/Model%20staff%20engagement%20Policy.docx>

Associated documentation:

<http://www.nhsemployers.org/EmploymentPolicyAndPractice/staff-engagement/Pages/Modelstaffengagementpolicy.aspx>

ISBN: 9781908020048

Ballat, John and Campling, Penelope

Intelligent kindness : reforming the culture of healthcare.

London : RCPsych, 2011

HIBG (Bal)

Tadd, Win, et al.

Cardiff University and University of Kent

Dignity in practice : an exploration of the care of older adults in acute NHS trusts.

SDO Project ; 08-1819-218

Southampton : NIHR, 2011

This study sought to develop a body of evidence derived from exploring the experiences of older people in acute hospital trusts and those of their carers together with interviews and observation of the behaviours and practices of providers, from which explicit recommendations and guidance on the provision of dignified care can be developed.

http://www.netsec.ac.uk/hsdr/files/project/SDO_FR_08-1819-218_V02.pdf

Associated documentation: <http://www.netsec.ac.uk/hsdr/projdetails.php?ref=08-1819-218>

West, Michael, et al.

Lancaster University Management School, et al.

NHS staff management and health service quality : results from the NHS Staff Survey and related data.

London : Department of Health, 2011

Web publication

This report draws on the vast amount of information about the cultures, processes and performance of health service organisations in the National Health Service (NHS). Drawing on data from the annual NHS Staff Survey and other sources, the report shows how good management of NHS staff leads to higher quality of care, more satisfied patients and lower patient mortality. It also demonstrates how good staff management offers significant financial savings for the NHS, as its leaders respond to the challenge of sustainability in the face of increasing costs and demands.

http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_129656.pdf

Associated documentation:

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_129643

ISBN: 9781857176278

Addicott, Rachael

The King's Fund

Social enterprise in health care : promoting organisational autonomy and staff engagement.

London : The King's Fund, 2011

QADT (Kin)

The coalition government wants to encourage health care providers to consider employee ownership, and the development of mutuals, with the aim of creating 'the largest and most vibrant social enterprise sector in the world' (Department of Health 2010a, p 36). These plans are part of a broader programme of public service reform, moving away from state ownership to greater diversity in how public services are run in pursuit of the Big Society. This builds on the previous government's interest in mutualism in the public sector, and signals a continued commitment to explore alternatives to state ownership and for-profit private provision of public services.

<http://www.kingsfund.org.uk/document.rm?id=9214>

ISBN: 9781908020048

Ballat, John and Campling, Penelope

Intelligent kindness : reforming the culture of healthcare.

London : RCPsych, 2011

HIBG (Bal)

Patterson, Malcolm, et al.

University of Sheffield. Institute of Work Psychology, et al.

From metrics to meaning : culture change and quality of acute hospital care for older people.

SDO Project ; 08/1501/93

Leeds : NIHR SDO, 2011

Web publication

This study aimed to understand those factors that either facilitate or inhibit culture change in acute hospital care for older people, carers and staff, and to generate a potential "toolkit" for change that might be used to apply the findings in other contexts and settings.

http://www.netscc.ac.uk/hsdr/files/project/SDO_FR_08-1501-93_V01.pdf

Associated documentation:

<http://www.netscc.ac.uk/hsdr/projdetails.php?ref=08-1501-93>

Great Britain. Department of Health

Staff engagement : making a difference in your organisation.

London : DH, 2010

Web publication

New insight reveals links between staff engagement and financial efficiency. Following a successful session at the NHS Employers conference, the Department of Health have produced information to help NHS leaders understand and promote the benefits of staff engagement.

http://webarchive.nationalarchives.gov.uk/20130107105354/http://www.dh.gov.uk/prod_consum_d/groups/dh_digitalassets/@dh/@en/documents/digitalasset/dh_121791.pdf

NHS Employers

Staff engagement in the NHS : some local experience.

Briefing ; 79 (November 2010)

London : NHS Employers, 2010

Web publication

This briefing sets out some tips on how to effectively engage staff and help meet the current challenges facing the NHS. It provides case studies from organisations that have successfully engaged with their staff through a variety of methods and describes the benefits that they have achieved as a result.

<http://www.nhsemployers.org/~media/Employers/Publications/Staff%20engagement%20in%20the%20NHS%20some%20local%20experience.pdf>

Boorman, Steven

Health and Well-Being Review Team

NHS health and well-being : final report.

The Boorman review.

London : Central Office of Information, 2009

Web publication

The Department of Health commissioned an independent review of the health and well-being of NHS staff in November 2008. This review gathered and analysed evidence relating to health and well-being across the service, to provide the Department with a better understanding of health and well-being in the NHS, and its links to productivity, efficiency, and patient experience.

<http://www.nhshealthandwellbeing.org/pdfs/NHS%20Staff%20H&WB%20Review%20Final%20Report%20VFinal%2020-11-09.pdf>

Associated documentation:

<http://www.nhshealthandwellbeing.org/FinalReport.html>

Boorman, Steven
Health and Well-Being Review Team
NHS health and well-being : interim report.

London : Central Office of Information, 2009

Web publication

This Interim Report sets out the results of the NHS Health and Well-being Review's work and thinking on how to improve the health and well-being of NHS staff. It draws heavily on work commissioned from a range of external bodies which has helped to identify issues of concern with current staff health and well-being services in the NHS; to bring together best practice in the NHS and other organisations; and to highlight the benefits, to staff, patients and NHS bodies, of investing in improving staff health and well-being.

<http://www.nhshealthandwellbeing.org/pdfs/NHS%20HWPB%20Review%20Interim%20Report%20190809.pdf>

Associated documentation: <http://www.nhshealthandwellbeing.org/InterimReport.html>

Boorman Review website: <http://www.nhshealthandwellbeing.org/index.html>

Dawson, Jeremy
The Work Foundation

Health and wellbeing of NHS staff : a benefit evaluation model.

London : The Work Foundation 2009

Web publication

This report describes the development and testing of a model that aims to test the benefit of good health and wellbeing of NHS staff on organisational outcomes "" including patient experience, health outcomes, overall performance, and direct human resources outcomes such as absenteeism and turnover "" as well as the benefit of management practices that can promote health and wellbeing. Where appropriate the effects of health and wellbeing are demonstrated with estimates of the financial consequences of the outcomes.

<http://www.nhshealthandwellbeing.org/pdfs/Interim%20Report%20Appendices/Benefit%20Evaluation%20Model.pdf>

ISBN: 1902411447

Nolan, Mike, et al.

University of Sheffield

The Senses Framework : improving care for older people through a relationship-centred approach.

Getting Research into Practice (GRiP) Report No 2.

Sheffield : University of Sheffield, 2006

Web publication

Older people often have complex needs arising from long term conditions that challenge a health care system that still focuses predominantly on cure. Consequently, working with older people has never had a particularly high status and does not have the quodas associated with more 'hi tech' areas. Difficulties in recruiting and retaining high quality staff have not been helped by the lack of an appropriate framework to give direction to practice and education. To make matters worse, the emphasis on individual autonomy and independence beloved of policy makers does not reflect the interdependencies that mark society today. This report describes the evolution of a framework for practice, the Senses Framework, that has emerged over several years and has been developed in close collaboration with older people, family carers, practitioners and students. The use of this framework within a relationship-centred approach to care is described, and it is suggested that this can provide a better way of 'enriching' the care older people receive, whilst also paying close attention to the needs of family and paid carers. We hope that its publication will mark an important step forward in improving the status of this vital area of practice.

http://shura.shu.ac.uk/280/1/PDF_Senses_Framework_Report.pdf

JOURNAL ARTICLES

Dixon-Woods, Mary, et al.

Culture and behaviour in the English National Health Service : overview of lessons from a large multimethod study.

BMJ Quality and Safety 2014; 23 (2): 106-115 (February 2014)

BACKGROUNDS: Problems of quality and safety persist in health systems worldwide. We conducted a large research programme to examine culture and behaviour in the English National Health Service (NHS). **METHODS:** Mixed-methods study involving collection and triangulation of data from multiple sources, including interviews, surveys, ethnographic case studies, board minutes and publicly available datasets. We narratively synthesised data across the studies to produce a holistic picture and in this paper present a high-level summary. **RESULTS:** We found an almost universal desire to provide the best quality of care. We identified many 'bright spots' of excellent caring and practice and high-quality innovation across the NHS, but also considerable inconsistency. Consistent achievement of high-quality care was challenged by unclear goals, overlapping priorities that distracted attention, and compliance-oriented bureaucratised management. The institutional and regulatory environment was populated by multiple external bodies serving different but overlapping functions. Some organisations found it difficult to obtain valid insights into the quality of the care they provided. Poor organisational and information systems sometimes left staff struggling to deliver care effectively and disempowered them from initiating improvement. Good staff support and management were also highly variable, though they were fundamental to culture and were directly related to patient experience, safety and quality of care. **CONCLUSIONS:** Our results highlight the importance of clear, challenging goals for high-quality care. Organisations need to put the patient at the centre of all they do, get smart intelligence, focus on improving organisational systems, and nurture caring cultures by ensuring that staff feel valued, respected, engaged and supported. [Abstract]

<http://qualitysafety.bmj.com/content/23/2/106.full>

Traynor, Michael

Stay strong - but how?

Nursing Standard 2013; 28 (9): 24-25 (30 October 2013)

Resilience is one of the attributes nurses need if they are to deliver quality care successfully in an ever more demanding environment. But how does resilience enhance a healthcare setting and the wellbeing of patients, and is it a personal trait or something that can be taught? [Summary]

<http://rcnpublishing.com/doi/pdfplus/10.7748/ns2013.10.28.9.24.s28>

Laurent, Claire

Making time to care.

Nursing Standard 2013; 28 (6): 26-27 (9 October 2013)

As its name suggests, the Releasing Time to Care project in Scotland aims to eliminate inefficiency, and to redirect time and resources to areas where they are needed most. The new way of working is yielding other benefits too, including improved staff morale and lower absence rates. [Summary]

Releasing Time to Care website:

<http://www.knowledge.scot.nhs.uk/rtccommunity.aspx>

Thompson, Alison

How Schwartz rounds can be used to combat compassion fatigue.

Nursing Management 2013; 20 (4): 16-20 (July 2013)

Hospice nurses were the first to have some of their experiences described as 'compassion fatigue' but this term can now be applied to all nursing staff in clinical environments. Compassion fatigue can suddenly render nurses unable to distinguish between their own emotions and those of their patients. This fatigue can result in staff becoming emotionally drained and therefore unable to provide high quality care. While nurses have to regain public trust in the wake of the Mid Staffordshire NHS Foundation Trust inquiry, this article considers whether or not Schwartz rounds, an initiative introduced from the US, can help maintain the wellbeing of staff and so protect the quality of patient care. [Abstract]

Eley, Diann, et al.

Understand thyself, and develop resilience.

BMJ 2013; 346 (7904): GP5 (20 April 2013 Suppl.)

Diann Eley and colleagues look at the key personality traits that increase doctors' resilience and help them cope with challenges in medicine. [Introduction]

<http://careers.bmj.com/careers/advice/view-article.html?id=20011843>

Buggins, Elisabeth, et al.

Create a culture of caring for staff.

Health Service Journal 2013; 123 (6334): 28-29 (10 January 2013)

Although there is much to be learnt from the business sector, the healthcare setting poses specific challenges for leaders. Most organisations provide products and services that do not require close contact and intimate interaction with people who are at their most vulnerable and dependent. [Abstract]

Goodrich, Joanna

Supporting hospital staff to provide compassionate care : do Schwartz Center Rounds work in English hospitals?

Journal of the Royal Society of Medicine 2012; 105 (3): 117-122 (March 2012)

OBJECTIVE: To assess (1) whether the Schwartz Center Rounds ("Rounds"□), a multidisciplinary forum which brings together hospital staff to discuss the nonclinical, social and emotional aspects of caring for patients, could transfer from the US to a UK setting; and (2) whether UK Rounds would achieve a similar positive impact on individuals and teams, and hospital culture. DESIGN: The results reported are based on 41 qualitative interviews with context provided by additional quantitative research. SETTING: We introduced Rounds at two pilot sites, both NHS hospitals providing acute care. PARTICIPANTS: Over the one-year, ten-Rounds pilot period, Rounds were attended by 1250 staff across the two sites. We conducted qualitative research into the experiences of staff involved in implementing Rounds at the outset and the end of the pilot. MAIN OUTCOME MEASURES: Interviewees' assessment of the effects of Rounds on participants, their relationships with colleagues, and the wider hospital. RESULTS: The findings show that in the two pilot trusts, Rounds are perceived by participants as a source of support and that their benefit may translate into benefits for patients and team working; and that Rounds have the potential to effect change in the hospital culture. CONCLUSION: Rounds appear to transfer successfully from the US to the UK, and there is some evidence that they are having a similarly positive impact, but more research is needed. [Summary]

<http://www.pointofcarefoundation.org.uk/Downloads/JRSM-Goodrich.pdf>

Sergeant, Jenny and Laws-Chapman, Colette

Creating a positive workplace culture.

Nursing Management 2012; 18 (9): 14-19 (February 2012)

This article considers the link between emotional resilience and the mental and physical wellbeing of healthcare staff, and how this affects leadership and patient care. The authors outline six steps to building and sustaining emotional resilience. In two NHS surveys (Boorman 2009, Healthcare Commission 2010) staff reported that their physical health and emotional wellbeing affected their ability to undertake daily activities and their ability to care for patients. Some NHS trusts are addressing staff wellbeing through emotional resilience training. Guy's and St Thomas' NHS Foundation Trust, London, for example, includes it in its preceptorship programme, which supports transition from student to staff nurse. [Abstract]

Buttigieg, Sandra C., et al.

Well-structured teams and the buffering of hospital employees from stress.

Health Services Management Research 2011; 24 (4): 203-212 (November 2011)

Membership in well-structured teams, which show clarity in team and individual goals, meet regularly, and recognize diverse skills of their members, is known to reduce stress. This study examined how membership of well-structured teams was associated with lower levels of strain, when testing a work stressors-to-strains relationship model across the three levels of team structure, namely well-structured, poorly structured (do not fulfill all the criteria of well-structured teams) and no team. The work stressors tested, were quantitative overload and hostile environment, whereas strains were measured through job satisfaction and intention to leave job. This investigation was carried out on a random sample of 65,142 respondents in acute/specialist National Health Service hospitals across the UK. Using multivariate analysis of variance, statistically significant differences between means across the three groups of team structure, with mostly moderate effect sizes, were found for the study variables. Those in well-structured teams have the highest levels of job satisfaction and the least intention to leave job. Multigroup structural equation modelling confirmed the model's robustness across the three groups of team structure. Work stressors explained 45 per cent, 50 per cent and 65 per cent of the variance of strains for well-structured, poorly structured and no team membership, respectively. An increase of one standard deviation in work stressors, resulted in an increase in 0.67, 0.70 and 0.81 standard deviations in strains for well-structured, poorly structured and no team membership, respectively. This investigation is an eye-opener for hospitals to work towards achieving well-structured teams, as this study shows weaker stressor-to-strain relationships for members of these teams. [Abstract]

Robertson, Ivan and Flint-Taylor, Jill

Wellbeing in healthcare organisations : key issues

British Journal of Healthcare Management 2010; 16 (1): 18-25 (January 2010)

There is a growing level of interest and activity in the wellbeing of staff in healthcare organisations in the UK. This interest is both stimulated and supported by a body of literature ranging from the NHS Health and Wellbeing Review (Boorman, 2009), to international scientific studies linking wellbeing with organisational performance. Also relevant is the practical experience of healthcare organisations that have begun to adopt a more strategic approach to staff wellbeing. By combining a study of these sources with the authors' own experiences of the practical application of wellbeing interventions, both within and outside the health sector, three main themes were identified: the importance of psychological wellbeing; the importance of identifying and tracking measurable benefits; and the role of management and leadership, and the need for a strategic approach. These themes are explained and discussed with reference to key research articles, the latest national reports, and examples of strategic work being carried out in this area by NHS trusts. 2 figs. 31 refs. [Abstract]

Moore, Alison

The price of staff engagement.

Health Service Journal 2010; 120 (6214): 6-7 (8 July 2010 Suppl.)

The cost of incorporating staff engagement practices doesn't have to be high, and the results can prove invaluable. [Introduction]

Lown Beth A. and Manning, Colleen F.

The Schwartz Center Rounds : evaluation of an interdisciplinary approach to enhancing patient-centered communication, teamwork, and provider support.

Academic Medicine 2010; 85 (6): 1073-1081 (June 2010)

PURPOSE: To assess the impact of Schwartz Center Rounds, an interdisciplinary forum where attendees discuss psychosocial and emotional aspects of patient care. The authors investigated changes in attendees' self-reported behaviors and beliefs about patient care, sense of teamwork, stress, and personal support. **METHOD:** In 2006–2007, researchers conducted retrospective surveys of attendees at six sites offering Schwartz Center Rounds (“the Rounds”) for ≥ 3 years and prospective surveys of attendees at ten new Rounds sites that have held ≥ 7 Rounds. **RESULTS:** Most of the retrospective survey respondents indicated that attending Rounds enhanced their likelihood of attending to psychosocial and emotional aspects of care and enhanced their beliefs about the importance of empathy. Respondents reported better teamwork, including heightened appreciation of the roles and contributions of colleagues. There were significant decreases in perceived stress ($P < .001$) and improvements in the ability to cope with the psychosocial demands of care ($P < .05$). In the prospective study, after control for pre-survey differences, the more Rounds one attended, the greater the impact on post-survey insights into psychosocial aspects of care and teamwork (both: $P < .05$). Respondents to both retrospective and prospective surveys described changes in institutional culture and greater focus on patient-centered care and institution-specific initiatives. **CONCLUSIONS:** Schwartz Center Rounds may foster enhanced communication, teamwork, and provider support. The impact on measured outcomes increased with the number of Rounds attended. The Rounds represent an effective strategy for providing support to health care professionals and for enhancing relationships among them and with their patients.

http://journals.lww.com/academicmedicine/Fulltext/2010/06000/The_Schwartz_Center_Rounds_Evaluation_of_an.37.aspx#

Raleigh, V. S., et al.

Do associations between staff and inpatient feedback have the potential for improving patient experience? : an analysis of surveys in NHS acute trusts in England.

Quality and Safety in Health Care 2009; 18 (5): 347-354 (October 2009)

OBJECTIVE: To examine whether staff feedback on quality, safety and workforce issues is reflected in patient-reported experience. SETTING: 166 NHS acute trusts in England. PARTICIPANTS: Respondents to the 2006 surveys of adult inpatients and staff in 166 NHS acute trusts in England. METHODS: Multiple linear regression was used to model the relationship between responses by "frontline" staff and inpatients at trust level. Staff survey items were the explanatory variables and inpatient responses the dependent variables. Adjustments were made for location (London and non-London) and trust type. RESULTS: 69,500 staff and 81,000 patients responded to the surveys. There were several significant associations between staff and patients' responses, including that staff availability of hand-washing materials was positively associated with patient feedback on cleanliness and hand washing by doctors/nurses ($p < 0.00$). It was a significant predictor of patient experience also in several other models. Other significant predictors of patient experience were managerial support, witnessing and reporting of errors (positively associated with patient experience), working extra hours and stress (negatively associated). London trusts performed worse on patient experience than trusts outside London and specialist trusts performed better than other acute trusts. CONCLUSIONS: Staff feedback was associated with patient-reported experience. Positive staff feedback on availability of hand-washing materials was broadly reflective of positive patient experience. Negative staff experience was reflected in poorer patient experience and vice versa. Although we cannot demonstrate causality, the consistent direction of the findings is indicative of it. Management boards of trusts and clinicians and other staff should monitor and act on the results of their staff surveys. This has the potential for improving quality, safety and patient experience. 6 tables 15 refs. [Abstract]

Alimo-Metcalfe, Beverly

The impact of engaging leadership on performance, attitudes to work and wellbeing at work : a longitudinal study.

Journal of Health Organization and Management 2008; 22 (6): 586-598

PURPOSE: The purpose of this paper is to examine the relationship between quality of leadership and attitudes to work and a sense of wellbeing at work, and organizational performance. DESIGN/METHODOLOGY/APPROACH: This is a longitudinal empirical investigation, using quantitative methods. FINDINGS: The findings were fourfold: the leadership instrument used was demonstrated to have convergent, discriminant and predictive validity; differential relationships were found between three aspects of quality of leadership and attitudes to work and a sense of wellbeing at work; one leadership quality - 'engaging with others' - was shown to be a significant predictor of organizational performance; leadership quality as assessed by competencies or 'capabilities' did not predict performance. ORIGINALITY/VALUE: The paper presents evidence of: the validity of a new leadership instrument; the differential relationship between leadership quality and staff attitudes to work and their sense of wellbeing at work; and a predictive relationship between leadership quality and organizational performance. 2 tables 42 refs. [Abstract]

Borrill, Carol, et al.

Team working and effectiveness in health care.

British Journal of Health Care Management 2000; 6 (8): 364-371 (August 2000)

With the arrival of the National Plan, this timely paper presents preliminary findings from a major survey of multidisciplinary team working and effectiveness. The three-year study covered primary, secondary and community health care teams. 9 figs. 29 refs. [Introduction]

GENERAL REFERENCES

BOOKS/REPORTS

van Stolk, Christian, et al.

Rand Europe

Psychological wellbeing and work : improving service provision and outcomes.

London : [DH], 2014

Web publication

This report, commissioned by the Department of Health and the Department of Work and Pensions, explores how to improve employment and health outcomes for people with common mental health problems. It makes a number of recommendations including the use of evidence-based models that combine employment and mental health support; the integration of existing treatment and employment services; and the timely provision of services.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/273433/psychological-wellbeing-and-work.pdf

Associated documentation:

<https://www.gov.uk/government/publications/psychological-wellbeing-and-work-improving-service-provision-and-outcomes>

Chartered Institute of Personnel and Development

Employee outlook : focus on culture change and patient care in the NHS.

London : CIPD, 2013

Web publication

CIPD, in partnership with the Healthcare People Management Association (HPMA), commissioned YouGov to conduct a survey of employees working in the healthcare sector in the UK to find out their attitudes to working in the sector, the values in NHS organisations, trust within the health service, and culture change to improve patient care in the NHS.

<http://www.cipd.co.uk/binaries/6333%20Culture%20change%20NHS%20SR%20%28WEB%29.pdf>

Chartered Institute of Personnel and Development and Simplyhealth

Absence management 2013.

London : CIPD, 2013

Web publication

This report, in partnership with Simplyhealth, sets out the findings of the CIPD's fourteenth national survey of absence management trends, policy and practice. It provides benchmarking data for organisations on absence levels and the cost and causes of absence as well as a focus on employee well-being. Also included is a case study from EDF Energy, which is embedding health and well-being into its existing safety culture and 'zero harm' approach.

Free registration required to access this publication:

<http://www.cipd.co.uk/hr-resources/survey-reports/absence-management-2013.aspx>

Alimo-Metcalfe, Beverly and Alban-Metcalfe, John

Chartered Institute of Personnel and Development

Engaging leadership : creating organisations that maximise the potential of their people.

Research Insight

London : CIPD, [2012]

Web publication

This Research Insight is about how an organisation, irrespective of size, sector or area of business, can exploit the potential of its people such that they can give their best in performance terms, in a way that increases their motivation, morale and well-being. It combines up-to-date research on leadership with what we know about the phenomenon of 'engagement' and its effect on organisational success, with recent UK research into the nature of engaging leadership, and the evidence of its validity in increasing employee morale, job satisfaction, well-being and performance. Other topics discussed include how engaging leadership can be assessed, the current debate surrounding competency frameworks for leadership, questions around leader and leadership development, and factors to consider in embedding a culture of leadership in an organisation.

<http://www.cipd.co.uk/NR/rdonlyres/F72D3236-E832-4663-ABEC-BCC7890DC431/0/4585EngageleaderRIWEB.pdf>

Lewis, Rachel, et al.

Chartered Institute of Personnel and Development

Managing for sustainable employee engagement : developing a behavioural framework.

London : CIPD, 2012

Web publication

A review of literature and practice clearly shows that managers impact employee engagement and well-being. It is important for managers to understand how to manage their teams in ways that will enhance engagement and well-being, and prevent and reduce stress. This research, funded by the CIPD and led by Affinity Health at Work through a consortium of employers and other stakeholders, brings together two existing frameworks of management behaviour to create a single combined framework of management competencies and behavioural indicators to support employers and managers in achieving sustainable employee engagement. Based on a questionnaire approach, the framework can help managers to identify where their behaviours are appropriate and where they may need to be changed, and can help employers to support managers in making the relevant behaviours an integral part of their management approach.

[http://www.cipd.co.uk/binaries/6067%20Sustainable%20engagement%20RI%20\(WEB\).pdf](http://www.cipd.co.uk/binaries/6067%20Sustainable%20engagement%20RI%20(WEB).pdf)

Associated documentation:

<http://www.cipd.co.uk/publicpolicy/policy-reports/engagement-behavioural-framework.aspx>

Rayton, Bruce, et al.

Engage for Success. Employee Engagement Task Force

Employee engagement : the evidence.

London : Engage for Success, 2012

Web publication

This paper sets out the evidence for the effectiveness of employee engagement in raising performance and productivity across the UK economy. It is intended to be an up-to-date and comprehensive summary of the evidence from individual organisations, academics and research Houses.

<http://www.engageforsuccess.org/wp-content/uploads/2012/09/The-Evidence.pdf>

Foundation Trust Network and Unipart Expert Practices

Realising the benefits of employee engagement.

London : FTN, 2013

Web publication

This publication examines the link between employee engagement and quality of care. It presents the evidence for supporting employee engagement and discusses the barriers to implementation.

<http://www.foundationtrustnetwork.org/resource-library/realising-the-benefits-of-employee-engagement/employee-engagement.pdf>

Parker, Lucy and Bevan, Stephen

Good Work Commission

Good work and our times : report of the Good Work Commission.

London : The Work Foundation 2011

Web publication

This is the report of the Good Work Commission. The Commissioners are a group of individuals with a great breadth and depth of experience in leading organisations across all sectors, including business, government, the unions, the church, media and the voluntary sector. They believe that "good work" is a benefit to employees, employers and society alike, and that it is possible to make it more rewarding for all involved. Flowing from that, the purpose of the report is to explore what makes "good work" and how to create more of it. It is based on two key assets: the great breadth of experience and views of the Commissioners and the considerable body of research produced by the Work Foundation over the past decade. The Work Foundation presented a set of eight Provocation Papers to the Commissioners to inform their thinking and stimulate debate. The report draws heavily on those papers and over twenty other studies produced by the Foundation, as well as a wide range of literature produced by others in the UK and elsewhere.

http://www.theworkfoundation.com/DownloadPublication/Report/291_GWC%20Final.pdf

Associated papers: <http://www.goodworkcommission.co.uk/Reports>

Chartered Institute of Personnel and Development
Management competencies for enhancing employee engagement.

Research insight ; March 2011

London : CIPD, 2011

Web publication

This Research Insight aims to identify specific management behaviours important for enhancing employee engagement and explores the differences between first-level line management and more senior-level management. It includes a competency framework for use in giving guidance to managers.

[http://www.cipd.co.uk/binaries/5468%20Mgt%20Comp%20RI%20\(WEB\)%20\(2\).pdf](http://www.cipd.co.uk/binaries/5468%20Mgt%20Comp%20RI%20(WEB)%20(2).pdf)

Bevan, Stephen

The Work Foundation

The business case for employees health and wellbeing.

London : The Work Foundation 2010

Web publication

The study has had three main objectives: to report on the business case for additional focus on health and wellbeing to be included into the next version of Investor in People's Standards; to examine if and how health and wellbeing has a positive impact on productivity in the workplace drawing on research gathered by IIP UK, as well as external sources; and to report if the findings provide a rationale for including more health and wellbeing factors in the next version of The Standard rather than confining it to the more stretching profile framework.

http://www.theworkfoundation.com/downloadpublication/report/245_245_iip270410.pdf

MacLeod, David and Clarke, Nita

Great Britain. Department for Business, Innovation and Skills

Engaging for success : enhancing performance through employee engagement.

[London] : DBIS, 2009

Web publication

The authors were commissioned by the Department for Business, Innovation and Skills to take an in-depth look at employee engagement and to examine its potential benefits for companies, organisations and individual employees. The report sets out what government can do to help promote an understanding of just how much greater employee engagement can help improve innovation, performance and productivity across the economy. The review uses examples from the NHS in its recommendations for effective employee engagement to help inspire good practice and promote debate among other organisations.

<http://www.bis.gov.uk/files/file52215.pdf>

ISBN: 9781851844210

Robertson-Smith, Gemma and Markwick, Carl

Institute for Employment Studies

Employee engagement : a review of current thinking.

Brighton : Institute for Employment Studies, 2009

Web publication

This paper, based on a systematic review of the literature, seeks to synthesise the current thinking and evidence on employee engagement.

<http://www.nhsemployers.org/SiteCollectionDocuments/Staff%20engagement%20current%20thinking.pdf>

JOURNAL ARTICLES

Amabile, Teresa M. and Kramer, Steven J.

The power of small wins.

Harvard Business Review 2011; 89 (5): 71-80 (May 2011)

What is the best way to motivate employees to do creative work? Help them take a step forward every day. In an analysis of knowledge workers' diaries, the authors found that nothing contributed more to a positive inner work life (the mix of emotions, motivations, and perceptions that is critical to performance) than making progress in meaningful work. If a person is motivated and happy at the end of the workday, it's a good bet that he or she achieved something, however small. If the person drags out of the office disengaged and joyless, a setback is likely to blame. This progress principle suggests that managers have more influence than they may realize over employees' well-being, motivation, and creative output. The key is to learn which actions support progress - such as setting clear goals, providing sufficient time and resources, and offering recognition - and which have the opposite effect. Even small wins can boost inner work life tremendously. On the flip side, small losses or setbacks can have an extremely negative effect. And the work doesn't need to involve curing cancer in order to be meaningful. It simply must matter to the person doing it. The actions that set in motion the positive feedback loop between progress and inner work life may sound like Management 101, but it takes discipline to establish new habits. The authors provide a checklist that managers can use on a daily basis to monitor their progress-enhancing behaviors. [Summary]

WEB RESOURCES

Engage for Success

<http://www.engageforsuccess.org/>

My Home Life

<http://myhomelife.org.uk/>

National NHS Staff Survey Co-ordination Centre

<http://www.nhsstaffsurveys.com/>

NHS Employers

- **Health, work and wellbeing**
<http://www.nhsemployers.org/HealthyWorkplaces/Pages/Home-Healthy.aspx>
- **Staff engagement**
<http://www.nhsemployers.org/EmploymentPolicyAndPractice/staff-engagement/Pages/Staff-Engagement-And-Involvement.aspx>

NHS Health and Wellbeing – The Boorman Review

<http://www.nhshealthandwellbeing.org/>

PANICOA – Preventing Abuse and Neglect in Institutional Care of Older Adults

<http://www.panicoa.org.uk/>

Point of Care Foundation

<http://www.pointofcarefoundation.org.uk/>

Promoting mental wellbeing at work (PH22)

National Institute for Health and Care Excellence

<http://guidance.nice.org.uk/PH22>

The Work Foundation

- **Centre for Workforce Effectiveness**
<http://www.theworkfoundation.com/Research/Workforce-Effectiveness>