Exploring the links between staff wellbeing and patients’ experiences of care

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Final report.....

- Patients' experiences of care and the influence of staff motivation, affect and wellbeing.

NIHR Service Delivery and Organisation programme 2012.
<table>
<thead>
<tr>
<th>Organisation</th>
<th>‘Low’ performing microsystem</th>
<th>‘High’ performing microsystem</th>
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</thead>
<tbody>
<tr>
<td>Oakfield (acute)</td>
<td>Emergency admissions unit</td>
<td>Maternity</td>
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<tr>
<td>Elmwick (acute)</td>
<td>Elderly care</td>
<td>Haemato-oncology</td>
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<tr>
<td>Ashcroft (community)</td>
<td>Adult community nursing service (ACNS)</td>
<td>Community matron service (CMS)</td>
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<tr>
<td>Larchmere (community)</td>
<td>Rapid response team (RRT)</td>
<td>District community nursing service (DNS)</td>
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Key findings

• There is a relationship between staff wellbeing and (a) staff-reported patient care performance and (b) patient-reported patient experience. Staff wellbeing is an important antecedent of patient care performance.

• Seven staff variables (“wellbeing bundles”) correlate positively with patient-reported patient experience:
  • local/work-group climate
  • co-worker support
  • job satisfaction
  • organisational climate
  • perceived organisational support
  • low emotional exhaustion, and
  • supervisor support
Staff and patient variables

- Org climate
- Local/WG climate
- Job satisfaction
- Emot Exhaust rev
- Pos Org Sup
- Supervisor sup
- Coworker sup
- Picker index std
- Picker overall
- Picker recommend std
- PEECH std
The inherent demands of care work in caring for older people with complex needs
Contextual factors shaping staff experience

- Demanding work: high-demand work with little control
- A family at work: local work climate
High Demand- low control work

• Inadequate or unpredictable staffing levels.
• The movement of staff at short notice into other staff depleted service areas.
• The felt lack or inadequacy of training in specialist care skills (e.g. dementia and delirium) for nursing staff.
A family at work: local work climate

- Ward leadership
- Co-worker relationships
Fissures in co-worker relationships…

- Qualified staff (registered nurses) and unqualified staff (HCAs);
- Staff from different cultural or ethnic backgrounds;
- Staff who practised or experienced incivility and bullying
“Poppets and Parcels....”

- Staff talked of ‘Poppets’ – favoured patients- a term of affection for a sweetheart
- Less favoured patients felt like ‘Parcels’
Challenging a few care quality myths

• “A smile costs nothing”
• “It’s not about nurse staffing”
• “It’s not rocket science”

The Emotional Labour of Nursing Revisited
Catherine Theodosius

EMOTIONAL LABOUR IN HEALTH CARE
THE UNMANAGED HEART OF NURSING

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Thank you

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