Encouraging staff wellbeing in health and care

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Lancaster University Management School
People management and engagement for high quality care

- Patient satisfaction highest where staff have clear goals
- Staff views of leaders linked to patients views of care quality
- Staff satisfaction/commitment predicts patient satisfaction
- High work pressure - patients report too few nurses, insufficient support, privacy, respect.
- Poor staff health and well-being, high injury rates, audit ratings
- Good HRM practices - low and decreasing levels of patient mortality

Staff Stress Levels

Lowest:
• Royal Wolverhampton Hospitals
• St Helens and Knowsley
• Bedford
• Frimley Park

www.nhsstaffsurveys.com

Employee Engagement in the NHS

Leadership
Supervisors’ Support
Team Working
Job Design
Work Pressure
Having an interesting job
Feeling valued by colleagues

Overall Engagement
• Advocacy
• Intrinsic Engagement
• Involvement

Employee Reactions
Health and Well-being
Stress

Hospital Performance
Quality of Services
Financial Performance
Absenteeism
Patient Mortality Rate
Patient Satisfaction

http://www.kingsfund.org.uk/publications/leadership_review_12.html
Staff Engagement

Best performing trusts
• Wrightington, Wigan and Leigh
• Northumbria
• Frimley Park
• Guys and St Thomas’
• Salford

Based on www.nhsstaffsurveys.com
Positive emotion and culture

• Leader positive affect, climate and performance
• Processing negative emotion – ‘affective shift’
• Dealing with quarrelsome or disruptive behavior and poor performance
5. Team working, cooperation and integration
Team working and mental health

Not in a team | Pseudo team | Real team
---|---|---
35% | 30% | 25%

%
Which trusts are outstanding in pioneering team based working?

- Merseycare
- North Staffs Combined Healthcare
- Frimley Health
- South Staffs and Shropshire MHFT
- Oxford Health
Teams are more effective and innovative to the extent that they routinely take time out to reflect upon their objectives, strategies, processes and environments and make changes accordingly.

Reflexivity

Schippers, West & Dawson, 2012 Journal of Management
Job Demands, Control and Resources Model

- High demands, high resources: High strain, high motivation
- Low demands, high resources: Average strain, high motivation
- Low demands, low resources: Low strain, average motivation
- High demands, low resources: High strain, low motivation
Collective Leadership

• Leadership the responsibility of all - anyone with expertise taking responsibility when appropriate
• Shared leadership in teams
• Interdependent, collaborative leadership - working together to ensure high quality health and social care
• Leaders and teams prioritising quality of care across the system/organisation
• Shared approach to leadership within the leadership community

http://www.kingsfund.org.uk/publications/developing-collective-leadership-health-care
## Collective Leadership – Across Levels

<table>
<thead>
<tr>
<th>Level of Application</th>
<th>Defining elements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual</td>
<td>Leadership the responsibility of all – everyone taking responsibility whenever appropriate</td>
</tr>
<tr>
<td>Team</td>
<td>A formal team leader but shared leadership among team members</td>
</tr>
<tr>
<td>Inter-team</td>
<td>Interdependent, collaborative leadership - working together across teams and departments to ensure high quality, compassionate care for all</td>
</tr>
<tr>
<td>Organisational</td>
<td>Consistency of collective leadership across the organisation. Reduced hierarchy and status differences</td>
</tr>
<tr>
<td>Cross organisational</td>
<td>Collaborative, supportive and collective leadership across organisational boundaries</td>
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</tbody>
</table>
## Collective Leadership for Cultures of High Quality Care

<table>
<thead>
<tr>
<th></th>
<th>Vision and Values</th>
<th>Goals and Performance</th>
<th>Support and Compassion</th>
<th>Learning and Innovation</th>
<th>Team and Inter-team Working</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Individual Leadership (Everyone)</strong></td>
<td>Modelling NHS values and focusing on vision</td>
<td>Ensuring clear objectives and helpful performance feedback</td>
<td>Modelling support and compassion to all others</td>
<td>Continuously improving performance</td>
<td>Leading good team and inter-team working</td>
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<tr>
<td><strong>Team Leadership (All team members)</strong></td>
<td>Ensuring aligned team vision and models NHS values</td>
<td>Ensuring clear team objectives and frequent performance feedback</td>
<td>Building team cohesion, optimism, compassion and efficacy</td>
<td>Creating a team climate of support for innovation</td>
<td>Shared team leadership, team effectiveness and inter-team support and cooperation</td>
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<tr>
<td><strong>Inter-team Leadership (Team leaders)</strong></td>
<td>Ensuring aligned working around shared vision and modelling NHS values</td>
<td>Agreeing shared objectives for inter-team work</td>
<td>Inter-team relationships of support, compassion and respect</td>
<td>Working together to develop and implement innovations</td>
<td>Long term focus, frequent contact, conflict resolution, mutual support</td>
</tr>
<tr>
<td><strong>Organisation wide Leadership</strong></td>
<td>Consistency across the organisation in individual, team, inter-team, and inter organisational working</td>
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<tr>
<td><strong>Leadership across Boundaries</strong></td>
<td>Shared vision and values</td>
<td>Clear shared objectives</td>
<td>Support, respect and compassion</td>
<td>Working together to develop and implement system-wide innovation</td>
<td>Long term focus, frequent contact, conflict resolution, mutual support</td>
</tr>
</tbody>
</table>
Thank you