NIHR ARC Wessex

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“Staff health and well-being is more than just the absence of disease. Rather, it puts an emphasis on achieving physical, mental and social contentment.”

Organisations that prioritise staff health and well-being perform better:
- improved patient satisfaction
- stronger quality scores
- better outcomes
- higher levels of staff retention
- lower rates of sickness absence

“Reducing stress and improving attendance carries the prize of reducing the pressure that highly committed teams experience in maintaining high standards of care.”
Workforce Wellbeing…?

- Sickness absence estimated cost £2.4bn
- Mental health reasons the most common reason for staff sickness.

RCN November 2021: ‘10 Unsustainable Pressures’
Burnout in the NHS

- “Workforce burnout was described by many as the highest in the history of the NHS and care systems”
- “92% of trusts told NHS Providers they had concerns about staff wellbeing, stress and burnout following the pandemic”
- NHS nurses had one of highest levels of burnout in Europe (RN4Cast, 2010)
What causes burnout in nursing?


91 studies
Preventing burnout - interventions

Systematic review - 25 studies:

- interventions focusing on employees as individuals (17 studies)
- organisation-wide interventions (2 studies)
- included both (6 studies)

- Individual interventions >> short term relief from burnout (<6 months)
- Organisational /combination intervention >> longer term (12 mths+).
<table>
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<tr>
<th>Good role models motivated &amp; receptive colleagues</th>
<th>Adequate staff &amp; good skill mix.</th>
<th>Ideas welcomed &amp; change encouraged</th>
<th>Support for staff mentorship &amp; preceptorship</th>
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<tr>
<td>Philosophy of care supports compassionate care</td>
<td>Staff performance is well-managed</td>
<td>Staff feel heard; their voice counts</td>
<td>Staff feel valued &amp; receive feedback</td>
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<td>Excellent team leadership</td>
<td>Support to co-workers: ‘family at work’</td>
<td>Low demand and high control</td>
<td>Opportunity to ‘process’ work challenges with colleagues</td>
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Proposed intervention: Magnet® hospital intervention

- Transformational Leadership
- Structural Empowerment
- Exemplary Professional Practice
- New Knowledge
- Empirical Quality Results
Conclusion