

### What the literature tells us

Burnout, well-being and defensive medical practice among obstetricians and gynaecologists in the UK: cross-sectional survey study

### T. Bourne et al, BMJ Open Quality, Published Oct 2019:

- High levels of burnout were observed in obstetricians and gynaecologists and particularly among trainees
- Burnout was associated with both increase defensive medical practice and worse doctor wellbeing
- These findings have implications for the well-being and retention of doctors as well as the quality of patient care

Midwives in the United Kingdom: Levels of burnout, depression, anxiety and stress and associated predictors

### B. Hunter et al, Science Direct, Dec 2019:

- UK midwives are experiencing high levels of work-related and personal burnout
- One-third of participants scored moderate and above for depression, anxiety, stress
- Younger, more recently qualified midwives scored highest in the personal and work-related burnout scores and are in need of support

### What the literature tells us

Burnout in the neonatal intensive care unit and its relation to healthcare-associated infections

- D. S. Tawfix et al, Journal of Perinatology, Published 17 Nov 2016
- California neonatal intensive care units (all staff groups)
- Variable prevalence of burnout across the NICUs surveys
- Highest level of burnout prevalence was found among nurses, nurse practitioners and respiratory therapists, day shift workers and workers with 5 or more years of service

### So what does this really mean?

The Kings Fund, Feb 2015 (Staff engagement: six building blocks for harnessing the creativity and enthusiasm of NHS Staff)

- Engagement is linked to culture
- Trusts with more engaged staff tend to have higher patient satisfaction, with more patients reporting that they were treated with dignity and respect
- Mid Staffordshire NHS FT had among the lowest levels of staff engagement in the NHS throughout the mid-2000s
- •Emma Seppala & Kim Cameron, Harvard Business Review, May 2016 (*Happy workplaces can also be candid workplaces*):
- A positive working environment leads to greater productivity, lower turnover, and better health outcomes
- •Michael West, The British Psychological Society, Aug 19 ('It doesn't have to be this way'):
- Chronic work stress is associated with cardiovascular disease, hypertension, heart attacks, addictions, cancer, diabetes, and more severe mental health problems including depression
- High levels of stress are associated with errors that can harm patient care, and in the acute sector it's associated with higher levels of patient mortality



### **SCORE Survey detail**

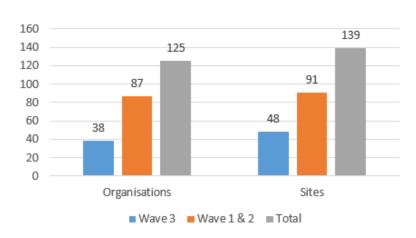
The SCORE Survey is made up of 86 questions, split into 15 sections



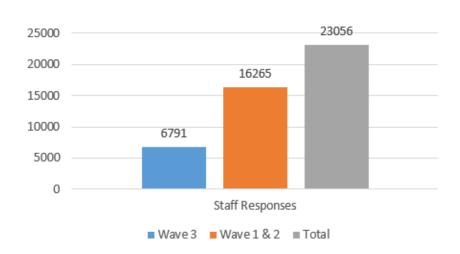
Culture	Resilience	Engagement					
<ul> <li>Learning environment</li> <li>Local leadership</li> <li>Teamwork</li> <li>Safety climate</li> </ul>	<ul> <li>Burnout climate</li> <li>Personal burnout</li> <li>Work/Life balance</li> <li>Workload strain</li> <li>Emotional thriving</li> <li>Emotional recovery</li> </ul>	<ul> <li>Growth opportunities</li> <li>Job certainty</li> <li>Intentions to leave</li> <li>Decision making</li> <li>Advancement</li> </ul>					

### The national picture

Number of organisations and sites who took part in the SCORE Survey:



Number of staff responses to the SCORE Survey:



### The national picture

#### **Document:**

Measuring safety culture in maternal and neonatal services: using safety culture insight to support quality improvement

NHSI published this document in March 2019.

This document includes insights from wave 1 & 2 sites only. This is because wave 3 sites were still undertaking their SCORE survey at the time of its publication.





### **National Report: Findings**

- How culture is perceived varies widely in maternal and neonatal work settings and roles
- Neonatal unit staff perception is positive of their ability to improve but with a more negative view of leadership
- Midwifery managers have a more positive view of culture than midwives who are not managers
- Midwives who are band 6 and below have among the lowest perception of safety culture but a more positive perception of teamwork
- There are high rates of personal burnout within all staff groups

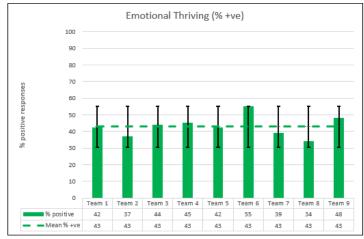
### Our Region:

- Eight Trusts
- Nearly 2000 surveys completed

High level anonymous regional overview report developed

Based on domains - Each unit informed which Team number they are enabling them to compare





### High level regional analysis showing how staff groups have responded



Staff group	Number of survey complet	Improve- ment Readine	Local Leadersl	Burnout Climate	Personal Burnou	Emotional Thrivin	Emotional Recove	Teamwork 🔻	Safety Climate	Work-life Balanc ▼	Growth Opp.	Job Certain	Intentions to Lear	Decision Making	Advance- ment	₩orkload Strain
Individual staff groups listed	10	8	7	3	1	1	5	2	5	4	3	2	6	15	1	4
	33	11	18	4	3	4	9	7	8	2	6	3	1	9	5	1
	25	1	1	6	12	3	6	4	2	20	2	17	12	1	4	19
	13	7	2	8	6	2	1	6	1	19	1	16	11	2	10	20
	32	2	16	7	4	7	4	3	7	11	5	9	14	16	2	8
	14	4	9	1	7	17	3	1	4	1	14	19	18	10	8	3
	19	12	20	2	2	5	2	8	13	18	11	4	3	12	3	7
	152	9	3	17	9	9	7	10	9	17	7	7	4	4	9	15
	27	6	5	10	14	11	17	18	11	7	4	8	13	3	13	10
	105	14	10	5	5	16	13	5	12	12	17	18	5	11	7	2
	190	10	15	11	8	10	18	11	10	8	10	6	7	5	12	12
	26	3	6	13	17	6	8	15	3	16	9	5	17	8	15	14
	48	5	4	15	11	8	10	13	6	14	8	15	10	6	19	17
	64	15	14	9	15	13	12	12	14	10	13	12	8	7	6	11
	255	13	8	12	10	14	14	14	15	6	16	10	9	14	17	5
	13	20	12	20	20	19	16	16	16	9	18	1	2	13	11	18
	91	18	19	14	13	15	11	17	18	3	20	14	19	19	18	6
	708	17	11	18	18	18	19	9	17	15	15	11	16	18	16	16
	65	16	17	16	19	12	20	20	20	13	12	13	15	20	14	13
	95	19	13	19	16	20	15	19	19	5	19	20	20	17	20	9

# National Report findings compared to regional findings

- How culture is perceived varies widely in maternal and neonatal work settings and roles
- Neonatal unit staff perception is positive of their ability to improve but with a more negative view of leadership
- Midwifery managers have a more positive view of culture than midwives who are not managers
- Midwives who are band 6 and below have among the lowest perception of safety culture but a more positive perception of teamwork
- There are high rates of personal burnout within all staff groups









# Additional regional findings

- Trusts/Units
  - No outliers
- Staff groups
  - Those who scored most positive are:
    - Junior Dr Anaesthetic
    - Manager Midwifery
    - Consultant Anaesthetic
  - Those who scored most negative are:
    - Administrative/Secretarial
    - Midwife band 6 or below
    - Sonographers





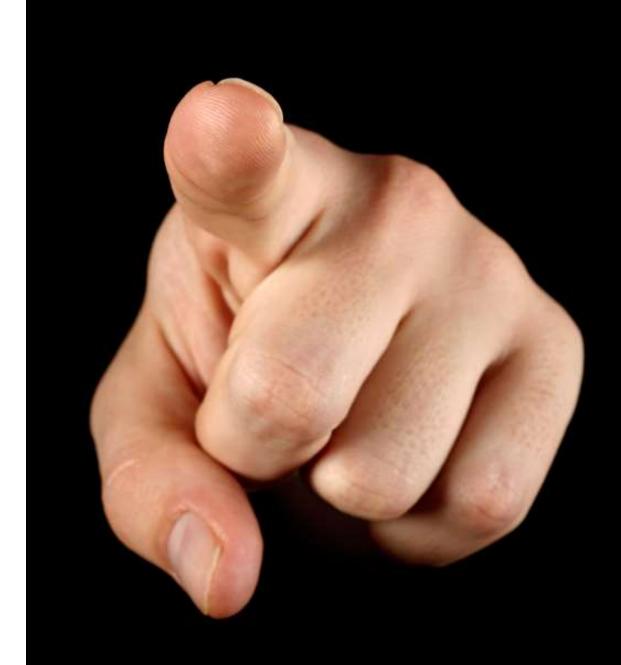


Northern Neonatal Network

- Working together across the region
- Work must continue in Trusts (for all staff groups but particularly for Admin, band 6 and below Midwives and Sonographers)
- Regionally agreed first steps:
  - Develop step-up course for senior band 6/new band 7 staff
  - Regional celebration event/conference or roadshows to share good practice
  - Event for Safety Champions to focus on work/life balance and burnout, teamwork, leadership and safety plus regional guidelines
  - Training course for band 5/6 staff (either run number of times each year or train the trainer)
  - Link in with regional safety work

# You are part of the culture

You can therefore influence the culture





### Joy in work?



- Term Joy in Work used from the IHI (Institute for Healthcare Improvement)
- IHI has been very deliberate in choosing the phrase Joy in Work
- W Edwards Deming wrote "Joy in work is the

  product of quality improvement" in other

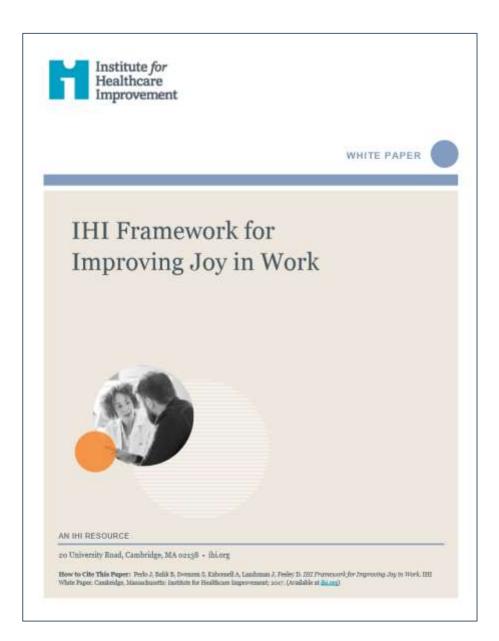
You can call it something else!



Derek Feely, IHI President and Chief Executive

W Edwards Deming was an eminent scholar and teacher in American academia for more than half a century. His efforts lead to the transformation of management that has profoundly impacted manufacturing and service organisations around the world. He is considered by many to the be the master of continual improvement of quality, as well as their overall operation. He believed in a world where there is joy in learning and joy in work – where "everyone will win"

#### The AHSN Network

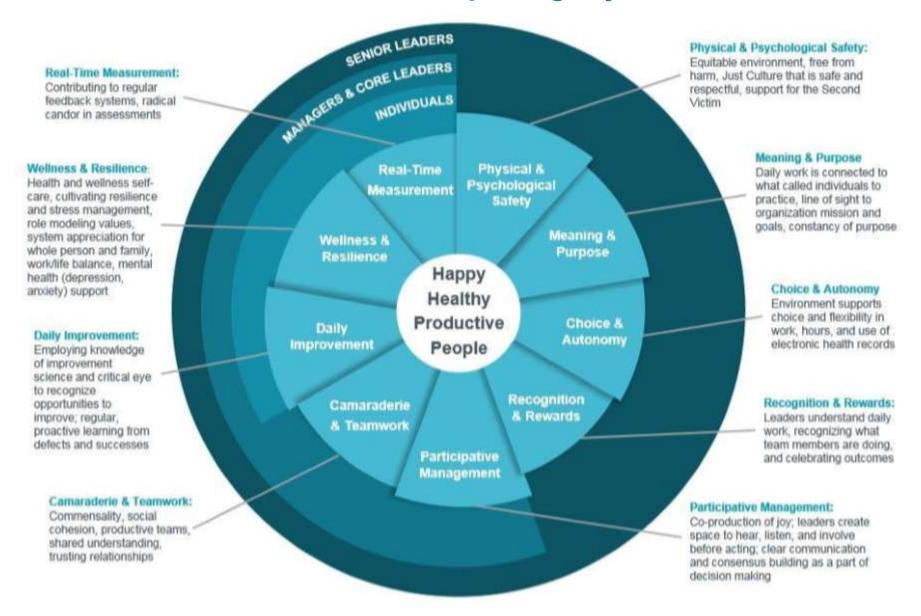




By focusing on joy, healthcare leaders can reduce burnout while simultaneously building the resilience healthcare workers rely on each day

Source:

### IHI Framework for improving Joy in Work



### Four steps for leaders

- Use improvement science to test approaches to improving joy in work in your organization
- Commit to a systems approach to making joy in work a shared responsibility at all levels of the organization
- Identify unique impediments to joy in work in the local context
- 1. Ask staff, "What matters to you?"



- What makes a good day for you?
- What makes you proud to work here?
- When we are at our best, what does that look like?
- What gets in the way of good day?
- What makes a bad day?

### 15 seconds, 30 minutes

A social movement to reduce frustration & increase joy in work

### Our aim:

- 1. It encourages you to spend an extra 15 seconds on a task now
- 2. Which will save someone else 30 minutes (or more!) later on
- To reduce frustration and increase joy in work for you, your colleagues and your patients





Rachel Pilling
Consultant Ophthalmologist
@miss\_pilling
(co-founder of 15s30m)



Dan Wadsworth
Transformation Manager
@Danwod
(co-founder of 15s30m)

https://www.youtube.com/watch?v=wDqNHIKavVE&feature=youtu.be





https://www.youtube.com/watch?v=9Qk2NpgguLc

#### *The***AHSN***Network*







#### **Examples**

- Replace equipment back where it belongs when you've finished with it
- Replace a frustrated face with a "Hello, sorry you've been kept waiting" for patients

### **Examples**

- Update your email signature with a phone number
- Update a patient's allergy status

#### Examples

- Simplify your inbox by deleting red messages and unsubscribing from group emails which are not relevant
- Simplify the process for setting up a clinic by having a box for each room with the equipment in

#### **The AHSN Network**







#### Examples

- Check paperwork is filed correctly
- Check if the patient has any questions before you finish speaking to them

### **Examples**

- Let someone know who they can contact if they have a query or worry before the next appointment
- Let someone know if you re running late

#### **Examples**

- Remind patients to bring their medication into hospital
- Remind patients of their appointments via text message







#### **Examples**

- Let patients know how they can organise a repeat prescription for their medication
- Let patients know how long it is likely to be before a test result is available

### **Examples**

- Recognise someone is tired and frustrated with a "how can I help?"
- Recognise we could have done better with a "Sorry, we haven't got this as right as we could have"
- Recognise someone is anxious or worried with a "tell me what's worrying you"

#### **Examples**

- Don't be a dead end if someone has called your number in error, help them find the right number
- Don't be a dead end if you can't help a patient find where they are going, direct them to someone who can help

### Four Steps to Joy in Work



Identify the things you enjoy doing in your daily work.

Make a commitment to do more of them.

Examples could be leaving work on time or having a lunch break.



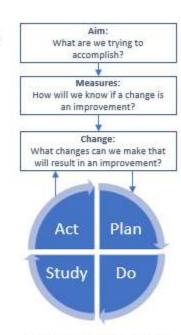
Identify the things that frustrate, irritate and annoy you.

Make a commitment to look at ways to reduce these. 3.



Recognise you cannot solve everything on your own.

Make a commitment to work with others when tackling challenging/large problems to increase your power of influence.

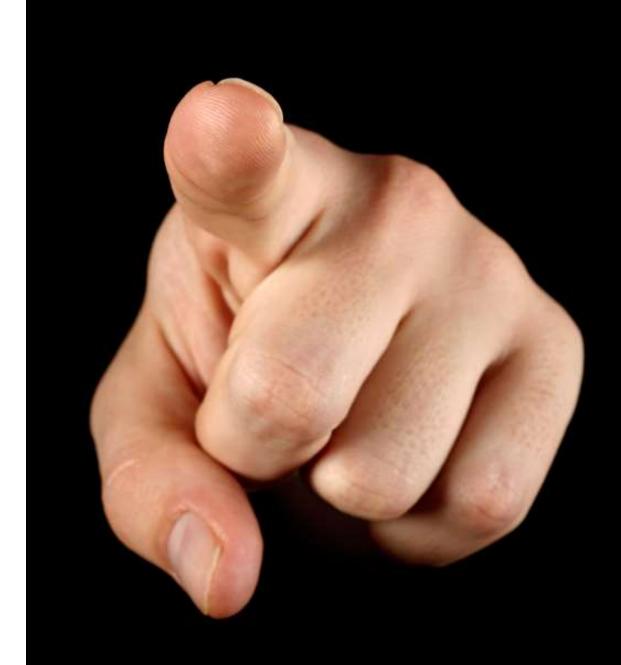


4.

Use quality improvement methodologies, including the Model for Improvement, to support implementing and sustaining positive change.

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You can therefore influence the culture





https://www.bbc.co.uk/news/av/health-51578008/the-poster-project-spreading-happiness-and-kindness-to-nhs-staff











### Over to you

