Employee Engagement and Patient Outcomes

Presentation to Social Partnership Forum

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The existing body of research on staff engagement has presented the concept in a variety of ways ...

- A set of working conditions
  - Such as empowering employees to decide how best to deliver their roles

- An attitude or state of mind
  - Such as individuals’ involvement in their roles or sense of commitment to their organisation

- A set of desirable behaviours
  - Such as ‘going the extra mile’ in one’s role or advocating the organisation to third parties

- Particular outcomes for staff or the organisation
  - Such as higher levels of staff happiness or job satisfaction or greater agility for the organisation

For example, the Institute of Employment Studies defines employee engagement as a blend of commitment to the organisation, job involvement and feelings of empowerment.
The Link Between People Management and Performance in NHS

- Staff views of their leaders are strongly related to patients’ perceptions of the quality of care
- Staff satisfaction/commitment predict patient satisfaction
- Supportiveness of immediate managers
- High work pressure - patients report too few nurses, insufficient support, privacy and respect.
- Poor staff health and well-being, high injury rates - patients less satisfied, poorer care and financial performance
- Good HRM practices - low mortality

Inclusiveness, Engagement and Proactivity in NHS

Leadership
Supervisors’ Support
Team Working
Job Design
Work Pressure
Having a challenging role
Feeling valued by colleagues

Overall Engagement
• Advocacy
• Intrinsic Engagement
• Involvement/Proactivity

Employee Reactions
Health and Well-being
Stress

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

http://www.kingsfund.org.uk/publications/leadership_review_12.html
There is overwhelming evidence linking high staff engagement with beneficial behaviours, better outcomes and improved performance.

- Levels of innovation amongst staff (Gallup 2007)
- Willingness to advocate the organisation to others (Gallup 2006)
- Involvement in one’s role
- Commitment to one’s organisation
- Positive feelings towards one’s organisation

- Higher job satisfaction
- Lower staff sickness absence (Gallup 2006)
- Lower staff turnover (Gallup 2006)

- Fewer defects in manufacturing
- Less inventory shrinkage
- Fewer accidents at work (Gallup 2006)
- Lower inpatient rates in hospitals (West 2012)

- Greater customer satisfaction or patient experience (IES, Salanova, West)
- Increased operating income (Towers Perrin 2006)
- Increased productivity (Gallup 2006)
- Increased profitability (Gallup 2006)

The causal link from engagement to performance has not been proven. But longitudinal studies suggest that engagement contributes to performance more than performance to engagement.
Engagement depends on values, behaviours and routines throughout the organisation ...

**Leadership**
- Trust, integrity and concern for staff well-being
- Fairness and justice
- Leaders who support staff in delivering their roles
- Leaders who give staff voice and involve them in decisions

**Management at different levels**
- Managers who welcome staff views and engage their teams in decisions
- Managers who show appreciation of effort and contribution

**Teams and team working**
- Well structured teams
- Clear accountabilities and few layers of hierarchy
- Effective communication and co-ordination
- A supportive work community
- Rites and rituals which celebrate success and reinforce good practice

**Individuals’ work**
- Sense that work is meaningful and valued
- Challenge and stimulation
- Opportunities to learn and grow
- Authority, autonomy and influence over work and environment
- Manageable workload and access to necessary resources
- Clear objectives and well-structured appraisals
Positivity builds inclusiveness, engagement and compassion

• Barbara Fredrickson www.positiveemotions.org
• Positivity balance
• Leader positive affect, climate and performance
• Turning negatives into positives
• Dealing with quarrelsome, disruptive behavior and poor performance
The main pieces of research have emphasised different factors or ‘pre-conditions’ that are likely to lead to high levels of engagement.

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<td>• Safety for individuals to bring their ‘selves’ to their work</td>
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