

Leadership for Quality and Safety

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**FMLM Conference
Manchester 2012**



Cultures for safety and quality

1. Prioritising health care quality and safety – core purpose
2. Clear aligned goals and objectives at every level
3. Good people management, health and well-being for flourishing
4. Employee engagement and teamworking
5. Mindful, values-based leadership at every level



2. Cultures for quality and safety

- Clear objectives
- Aligned
- Measureable and
- Challenging ...
... at every level



3. Good people management

- National staff survey in UK National Health Service running since 2004 www.nhsstaffsurveys.com
- 350+ organizations surveyed each year 1.4 million employees
- Responses from a sample of 300,000-400,000 staff. Response rate 55%-60%
- Linked to:
 - Patient Satisfaction Surveys
 - Mortality data
 - Infection rates,
 - Quality of care
 - Financial performance
 - Absenteeism, turnover

Patient Satisfaction

- Patient satisfaction highest in organizations with clear goals at every level – patients say good communication with staff and they feel involved in care decisions
- Staff views of their leaders are strongly related to patients' perceptions of the quality of care
- Staff satisfaction and commitment predict patient satisfaction
- Supportiveness of immediate managers
- *Staff positive feelings at work*



Patient Satisfaction

- 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 of hospitals is worse
- Good HRM practices - low and decreasing levels of patient mortality
- A well structured appraisal leads to high staff engagement, better health and well-being - poorly structured appraisals have no effect



Patient Mortality

- One of the best predictors of patient mortality is percentage of staff working in well structured teams
 - Those working in teams have better health and well being
 - Lower mortality in trusts whose staff have opportunities to influence and contribute to improvements at work.
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- *A positive organisational climate is associated with low and declining levels of patient mortality*



NHS Health and Well Being (Boorman Review)



<http://www.nhshealthandwellbeing.org/>

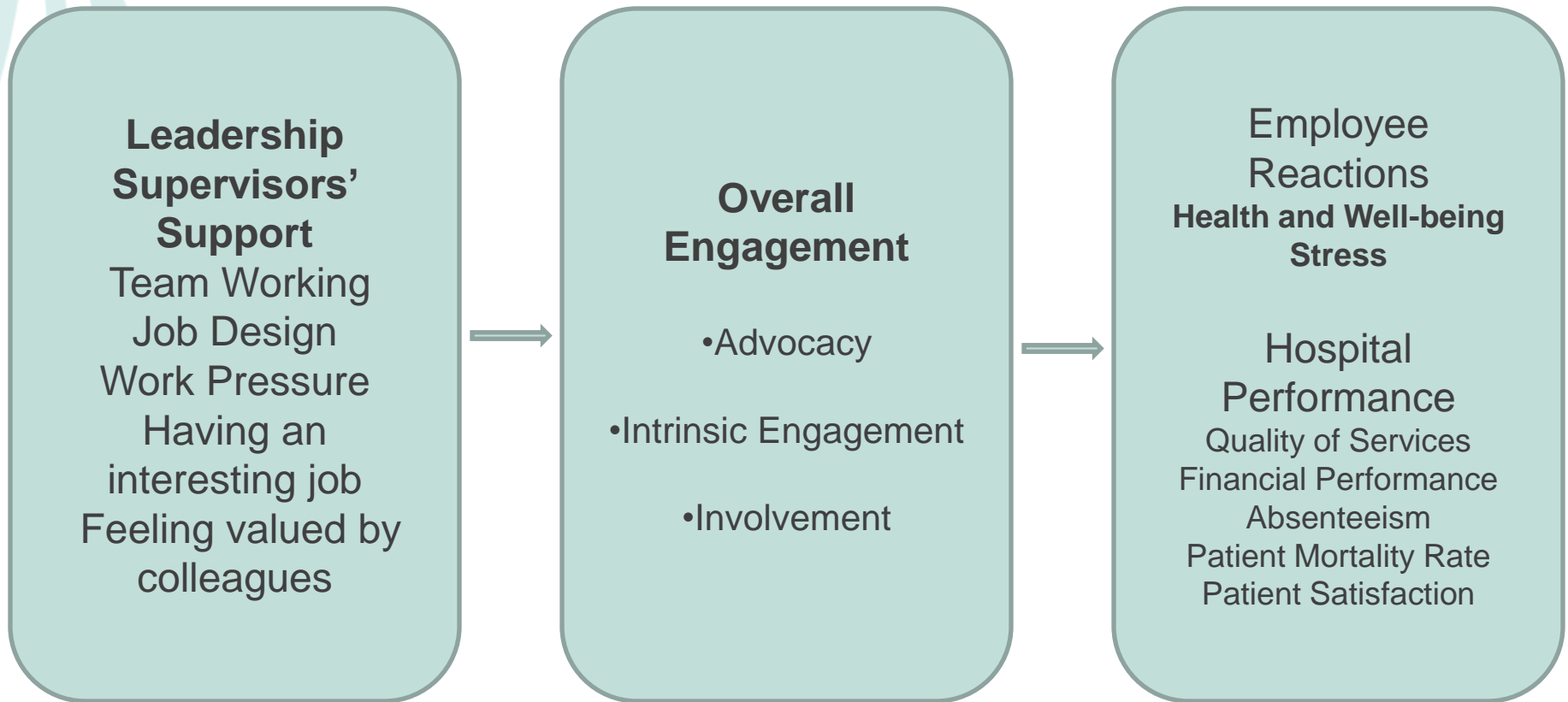
Boorman Report - Absenteeism

- ▶ 10.3 million working days per year
- ▶ 45,000 whole time equivalents (WTEs)
- ▶ 4.5% of workforce; \$2.8billion
- ▶ British Telecom and Royal Mail achieved 30-40% reductions saving \$888 million

NHS stress, health and well-being

- > 'Presenteeism' Pressure to attend when unwell – 22%
- > Bullying and harassment (14% report bullying by managers and colleagues in 2010)
- > A move from average to good staff health well being would save 840,000 staff days per year (\$21.9million)
- > Use of agency staff to cover absence costs \$2.32 billion; recruitment costs to cover turnover \$7.2 per employee

4. Employee Engagement in the UK National Health Service



Positivity builds health and well being

- > Barbara Fredrickson www.positiveemotions.org
- > Positivity ratio > 3:1; Maximum 11>1
 - Fredrickson & Losada, *American Psychologist* (2005) 60, 678-686
- > (... and negativity is necessary)





"It's Monday morning, Miss Berstresser. Let the merriment commence."

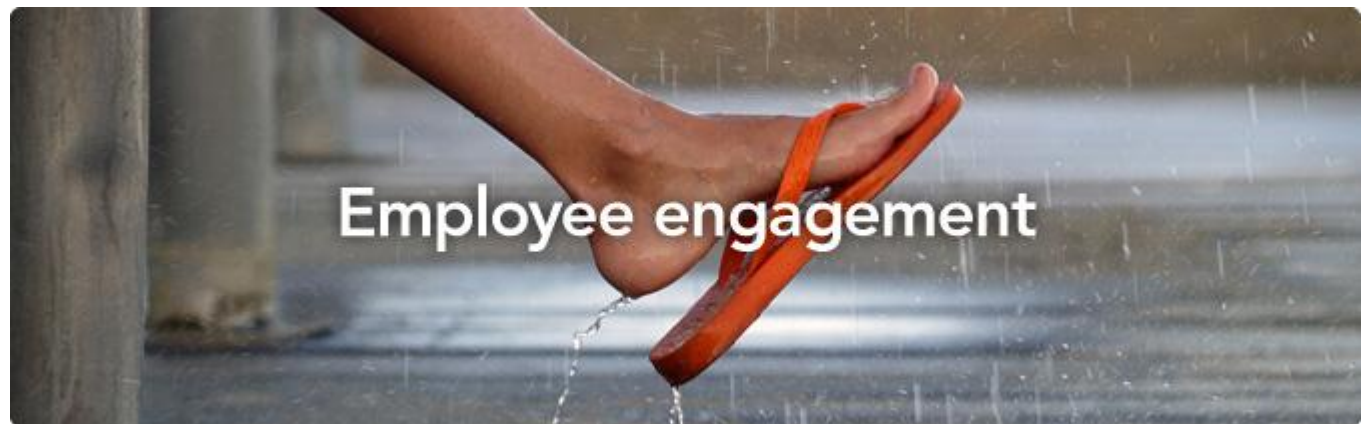
Positive affect and culture

- Job satisfaction is associated with better performance CEO positive affect, climate and company performance
- Dealing with disruptive behavior and poor performance



What enables staff engagement?

- Employees have:
 - > the information they need to do their jobs well
 - > learning opportunities
 - > feedback which builds confidence
 - > support and safety to innovate
 - > leaders who value, respect and support them
 - > trust in their leaders



A culture and leaders focused on the vision

- > A culture of trust - in leaders, managers and system
- > What leaders pay attention to, monitor, model and resource
- > The criteria for recruitment, selection, promotion and disciplinary action
- > Flat hierarchies, rituals and rites; celebrations of accomplishment and innovation



Reflexivity

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.

5. Team working in organizations promotes productivity, innovation and staff well being



Benefits of Team Based Working in Healthcare

- Reduced hospitalisation and costs
- Increased effectiveness and innovation
- Increased well-being of team members
- Multi-disciplinary teams deliver high quality patient care and implement more innovations
- Lower patient mortality
- Reduced error rates
- Reduced turnover
- Lower sickness absence
- Increased organisational commitment and engagement

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