



Improving Staff Wellbeing Across the NHS

Alice Clayton

“Burnout, moral distress, moral injury, and compassion fatigue in the health care workforce continue to undercut well-being and mental health for health care workers, significantly contributing to retention challenges and staffing shortages, as well as leading to negative impacts on health care quality, workforce safety, patient safety, and patient experience”

The EBD Approach



Capture the experience



Understand the experience



Improve the experience



Measure the improvement

Don't forget to include measurement throughout.

What is emotional mapping?



Touchpoints:

moments of
engagement
e.g. finding a car
parking space

Emotions:

How people feel
throughout their
journey e.g. scared

Staff Wellbeing Touchpoints

Getting ready for work: thoughts/feelings and emotions prior to starting work

Start of the day: arriving at work/ parking, handover

Administration: access to computer systems and ease of use, documentation in clinical areas

Meal breaks: access of, duration and facilities

Workload: case load, schedule, work plans

Support: access and support from senior members of team/ managers

Teamwork: amongst members of immediate teams; bullying

Patient interaction: communication and engagement with patients

End of the day: hand-over, leaving on-time

Staff Wellbeing Tool



Staff Wellbeing EBD Tool

Guidelines for Health Care Professionals:

- This questionnaire can be completed by any grade of staff.
- The domains in the tool have been selected by staff members
- To complete this form, first select an emoji to indicate how you explain how you felt.
- Finally, the comments box can be used to capture a comment

Please read the following statement before responding to the questionnaire:

*"Responses to this questionnaire are completely confidential. You do not need to provide your name, address/location or any other personal information. Please answer all questions to the best of your ability. Your responses will be used to improve staff experiences. **There are no right or wrong answers.**"*

4. Getting ready for work

Please select the emoji that best describes your typical feeling about the working day ahead *

 Happy

 Neutral

 Sad

5. What could we do to improve your experience at this touchpoint?

Enter your answer.

6. Using the list of emotions (or any others of your choosing), what best describes your experience at this touchpoint? *

Select your answer

Staff Experience in the NHS: A National Study



377
NHS staff
responded

930
Improvement
ideas
suggested

1658
Additional
comments
provided

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Research Brief

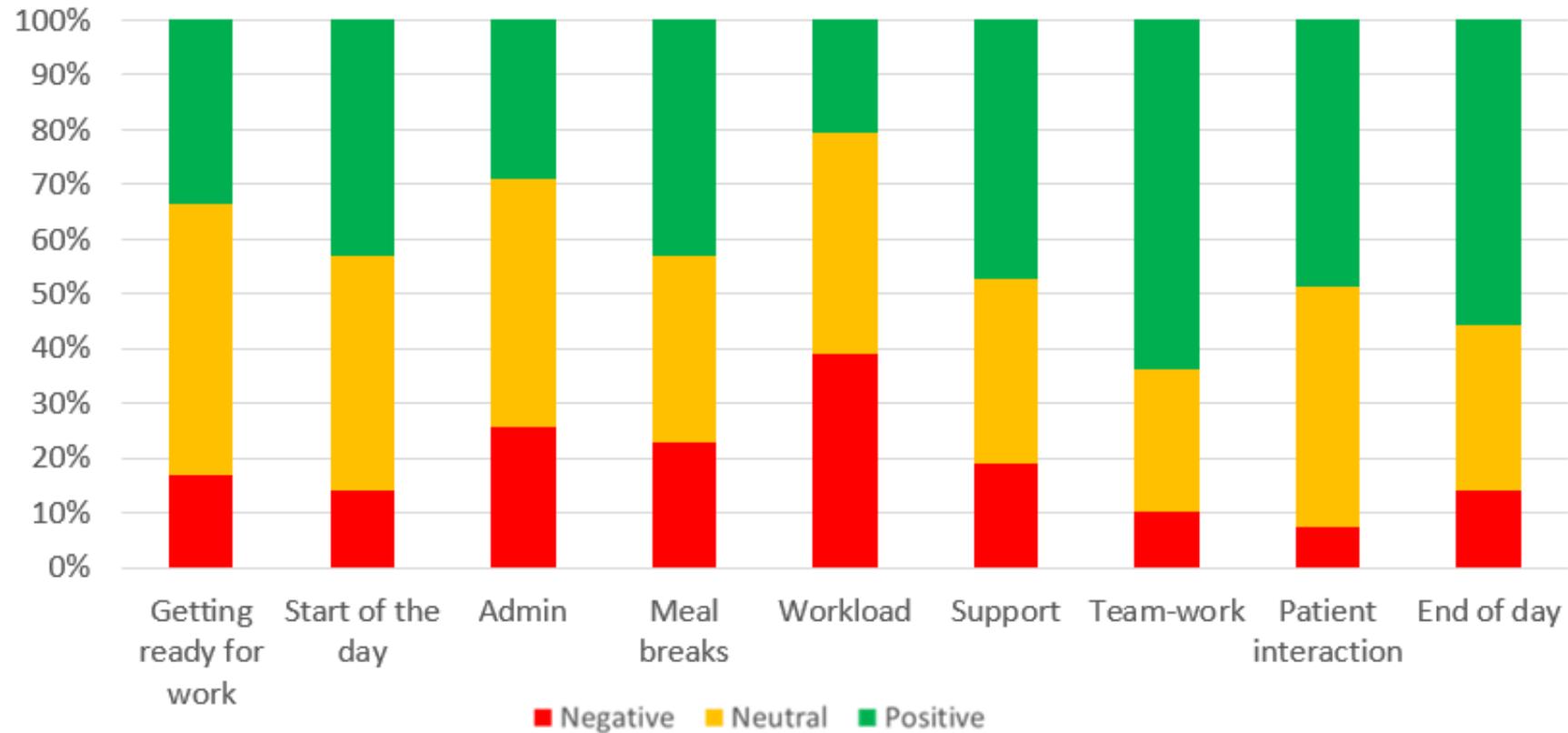
Staff Experience in the NHS: A National Study—An Experience-Based Design Approach

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Abstract

Introduction: A positive patient experience is a key component of good quality of care. Post-pandemic healthcare systems face the challenge of addressing burnout among healthcare staff, who are directly involved in the delivery of healthcare, which has implications for the patient experience. There is an established association between staff and patient experience; exploring the experience of staff may give insights into factors that negatively impact the patient experience. Experience-based design (EBD) is a quality improvement approach that uses the experience of service users to derive improvements. The purpose of this study is to design, validate, and test an EBD tool that may be used to capture the staff experience. **Methods:** A focus group of clinical and nonclinical staff (identified through the NHS Elect networks) and the development team coproduced an EBD survey based on nine “touch-points” of a typical working day. Once the survey questionnaire was tested and agreed with it was distributed to 1300 members of NHS networks. **Results:** A total of 377 NHS staff responded to the questionnaire. Analysis revealed effective teamwork had a positive psychological impact on staff. However, increased workload, missed meal breaks, and an increased administrative/IT burden were associated with the greatest negative responses by clinical and nonclinical staff. **Conclusion:** Overall, factors impacting staff well-being are multifaceted and varied between trusts. However, leaders in healthcare can use EBD to identify targeted improvements for the day-to-day experiences of staff.

Emotional Map

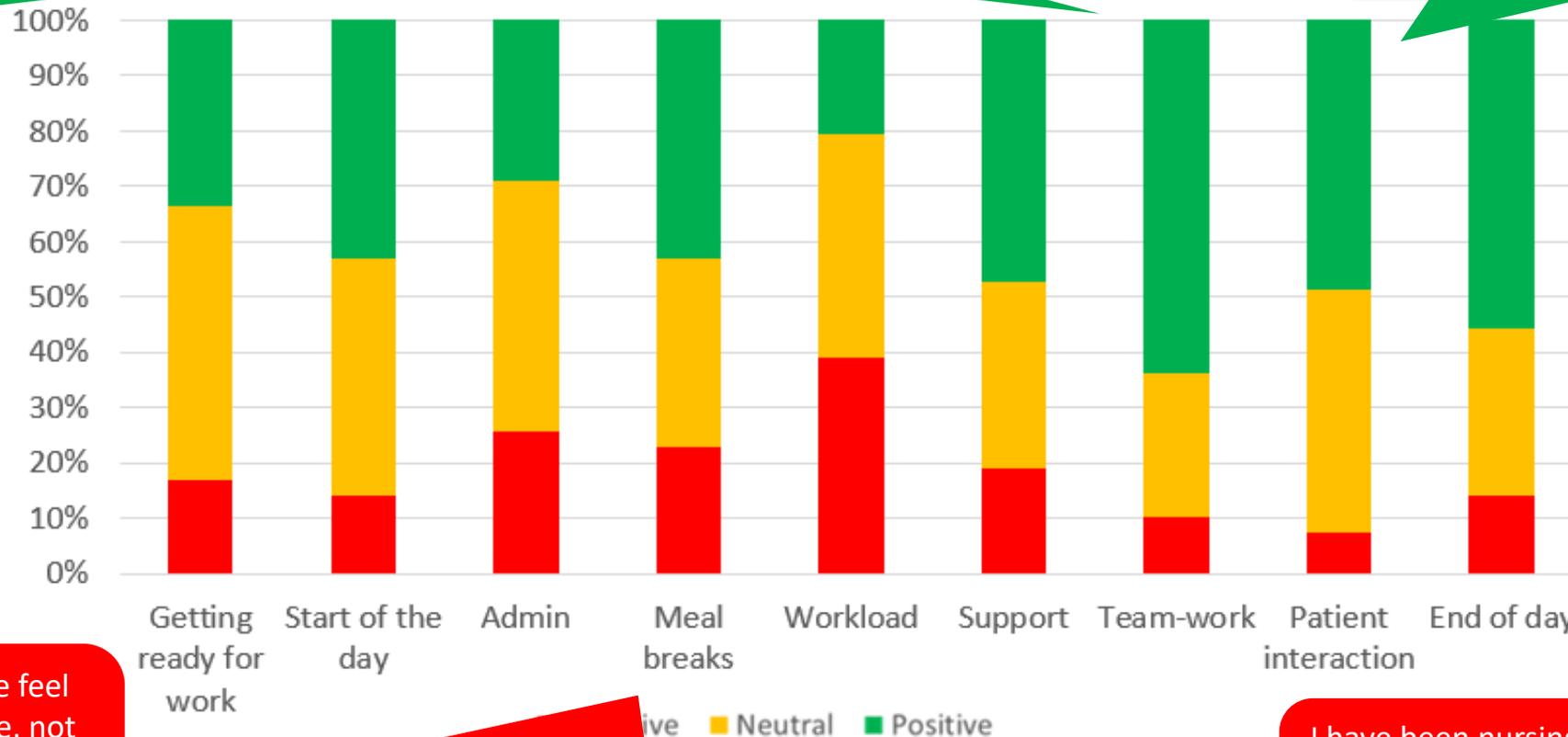


Emotional Map

I start the day by sending a positive "Good Morning" message to all my staff.

The pandemic showed how well we can all work together and how quickly we can respond AS A TEAM.

I love working for the NHS , patients getting best experience and outcome puts the smile on my face



[Admin} makes me feel like I'm not capable, not achieving, always behind. It tests my resilience more regularly than I would like

The [break] room is disgusting, dirty and there are never any cutlery or plates. The fridge is always full of rotting milk . None of us have time to clean it. It does not make me feel valued.

I have been nursing for 38 years for the NHS . I have never felt this low, weary, fatigued and just worn down. The constant changes are simply overwhelming.

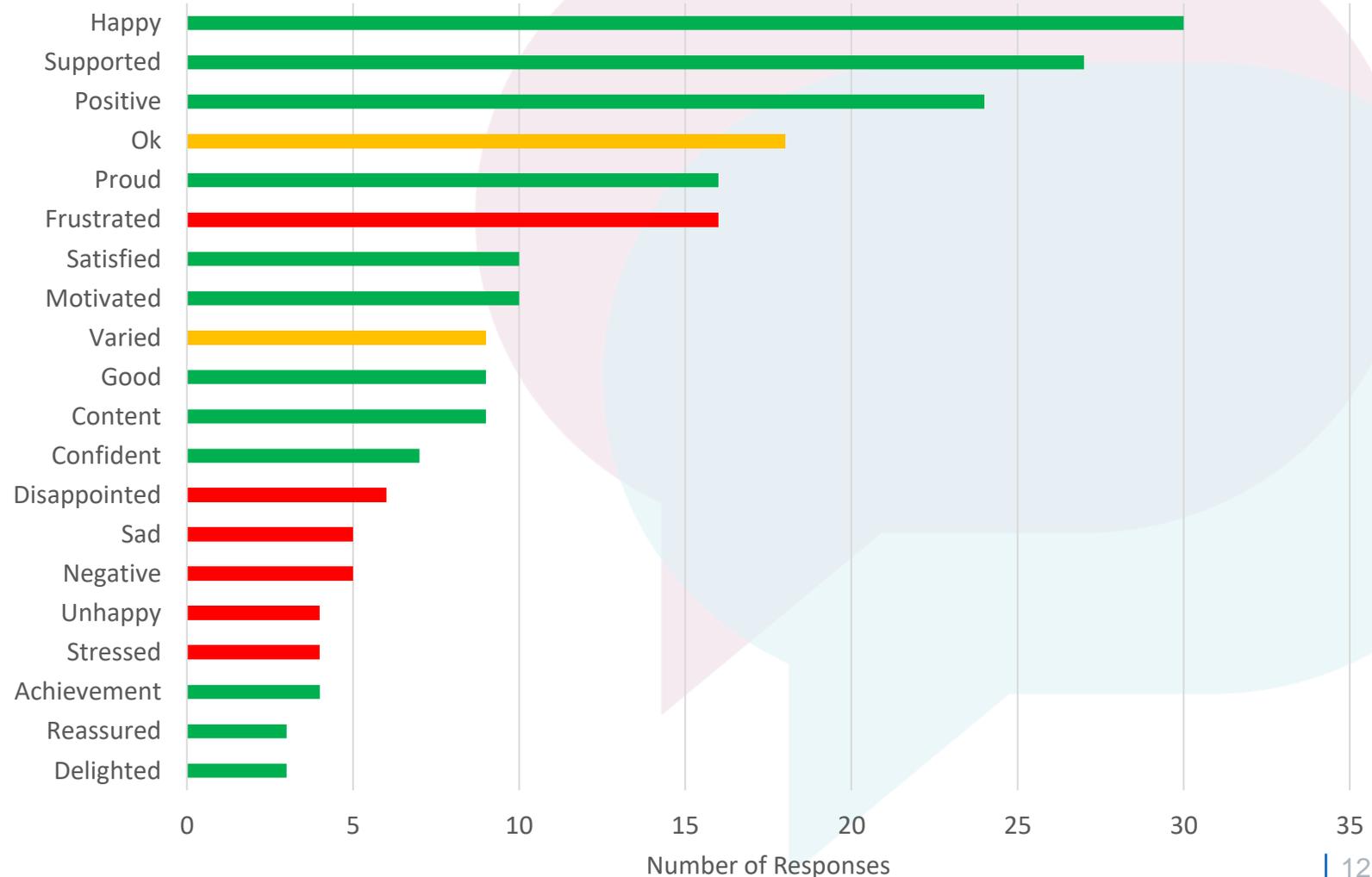
Teamwork – how do staff feel?

“When I feel stressed at work, my colleagues usually make me laugh and feel better. It is nice to be reminded that we are all in this together.”

“Pride in team, caring for my team and in awe of their commitment and dedication.”

“We finish every day with a team check in on ms teams with either work discussion or just a general chat/cuppa for 30 mins”

Teamwork: Top 20 Emotion Responses



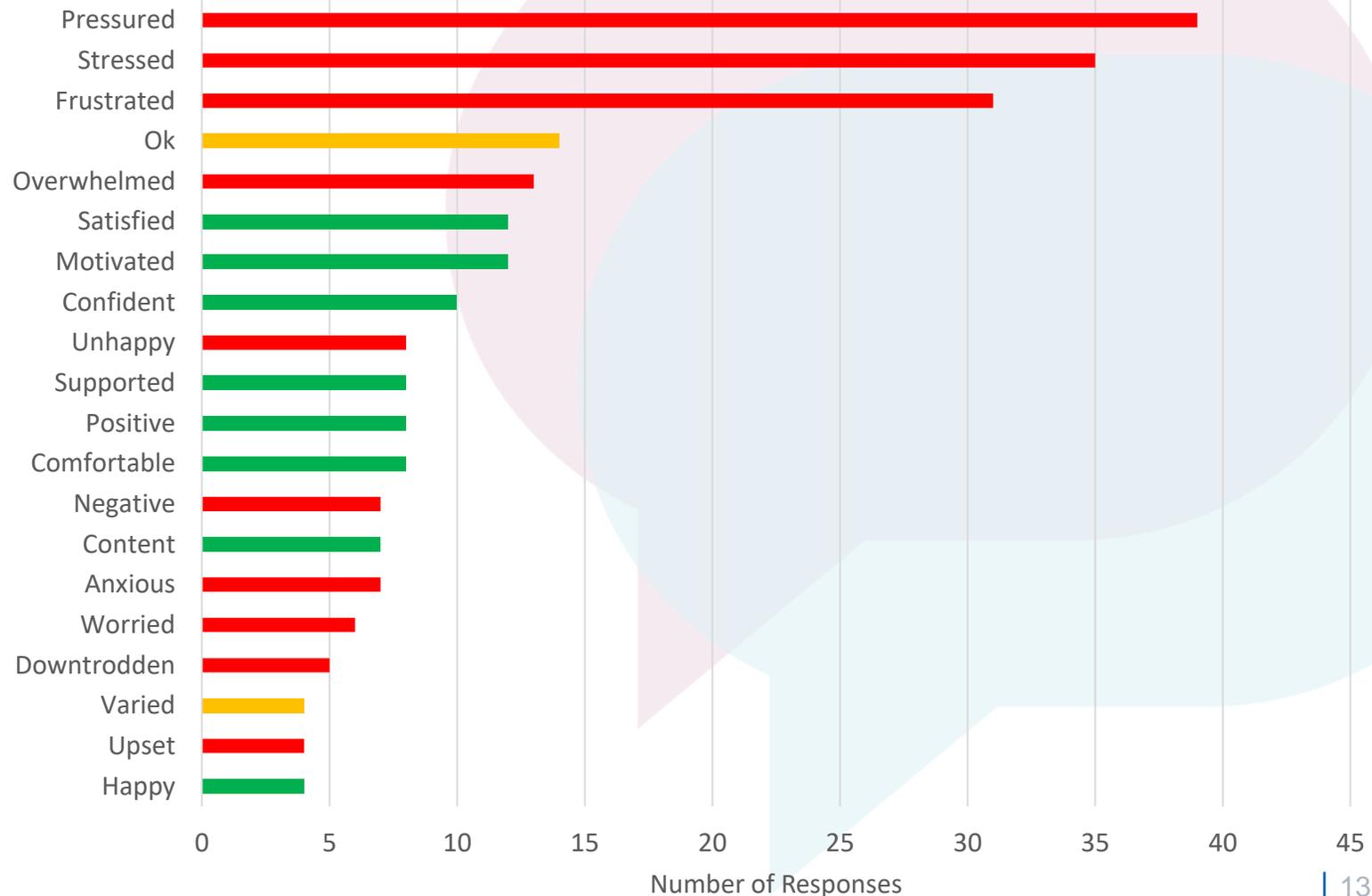
Workload – how do staff feel?

“I go to bed at night worrying that I have too much work, and wake up—if I have slept—worrying about how much more work will have come in by e-mail overnight”

“It doesn't matter how many people (staff) leave or who cannot attend work due to illness, we're expected to meet demand and provide the usual standard of service...Despite escalating to senior managers, there's no improvement in workload or pressure.”

“All my full time colleagues are working more than 37.5 hrs and it's becoming a culture of overworking. There is a now expectancy for me to work over my hours, moreover I need to juggle school runs.”

Workload: Top 20 Emotion Responses



Things to think about...

- 1 Protecting meal breaks** – staff report not having protected time for meal breaks, adequate spaces to take their break, and poor choices of healthy options in the canteen.
- 2 Staffing levels and a large workload** – staff report feeling overworked due to low staffing levels. Working with your recruitment team could help to identify vacancies and tackle poor retention rates.
- 3 Admin burden for clinical staff** – consider providing more administrative support to clinical staff by recruiting specifically allocated administrative staff to reduce their workload.
- 4 Supporting managers to provide better support for their teams** – staff report a lack of managerial support. Consider managerial training and contacting your learning & development team.
- 5 Tackling abuse from patients** – clinical staff report nothing being done about abuse from patients/relatives. The monitoring of Datix reports and encouragement to submit them after incidents would be worth looking at, as well as working closely with your clinical governance team to address each report/issue.
- 6 Appreciation of staff** – staff report feeling underappreciated. It would be worth looking at reward & recognition strategies, or simply taking the time to thank your team.
- 7 Parking** – both finding parking spaces and having safely lit car parks were raised as issues. It would be worth feeding back to your parking provider to see if adequate lighting can be fitted and spaces increased.

Demonstrating Improvements – Dorset GP Alliance

Dorset GP Alliance Survey 2022

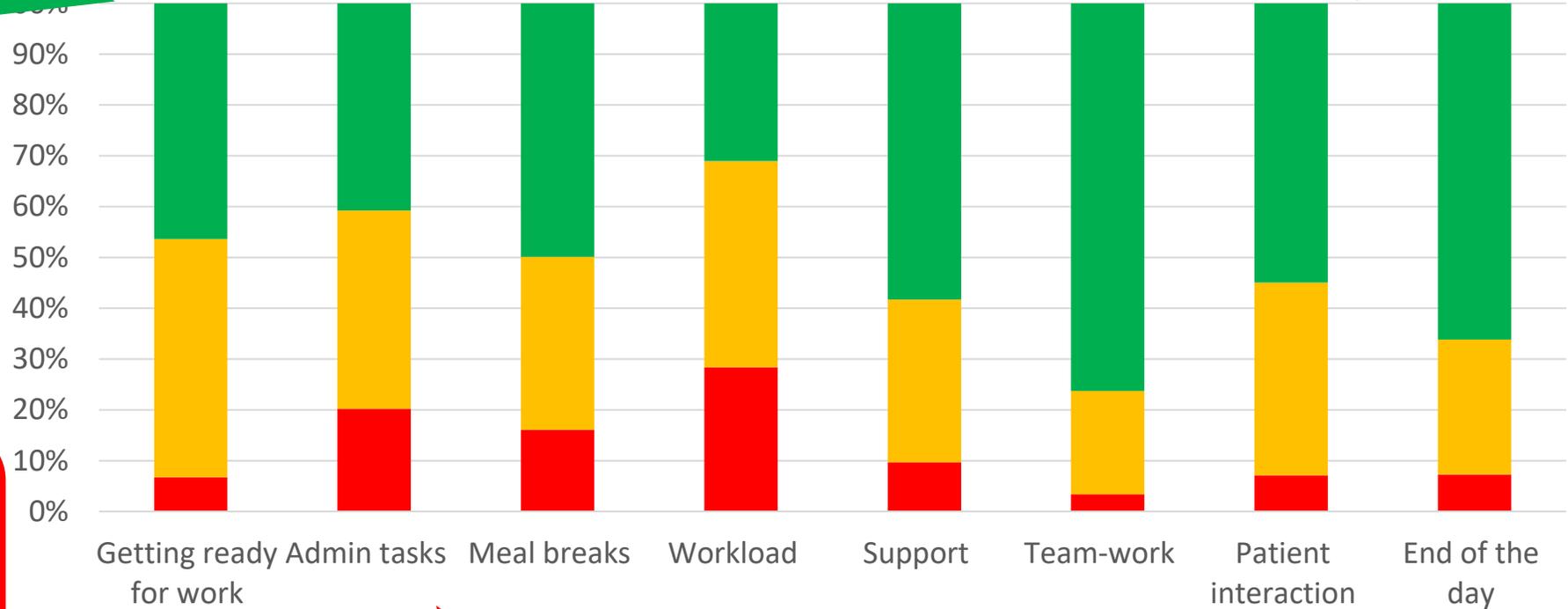


I enjoy my role and never find myself with a case of Monday blues. I have flexibility to work from the home or office which makes me feel valued.

We make time to eat a short lunch together in our practice on most days & it is a mood lifter even on miserable over busy days

Support from immediate line manger and team is great

Always do my best to help either patients and other staff during the course of my day



Never sleep properly the night before as anxious about the day. Although fully booked always wondering what I'll be asked to fit in and then be late home again!

I feel disengaged from consultations due to admin fatigue

Patients are very demanding and can be very rude which is very upsetting and makes me not want to work here.

Sad that I no longer enjoy what I do. The bureaucracy has taken away from what matters - the staff and patients

Legend: Negative (Red), Neutral (Yellow), Positive (Green)

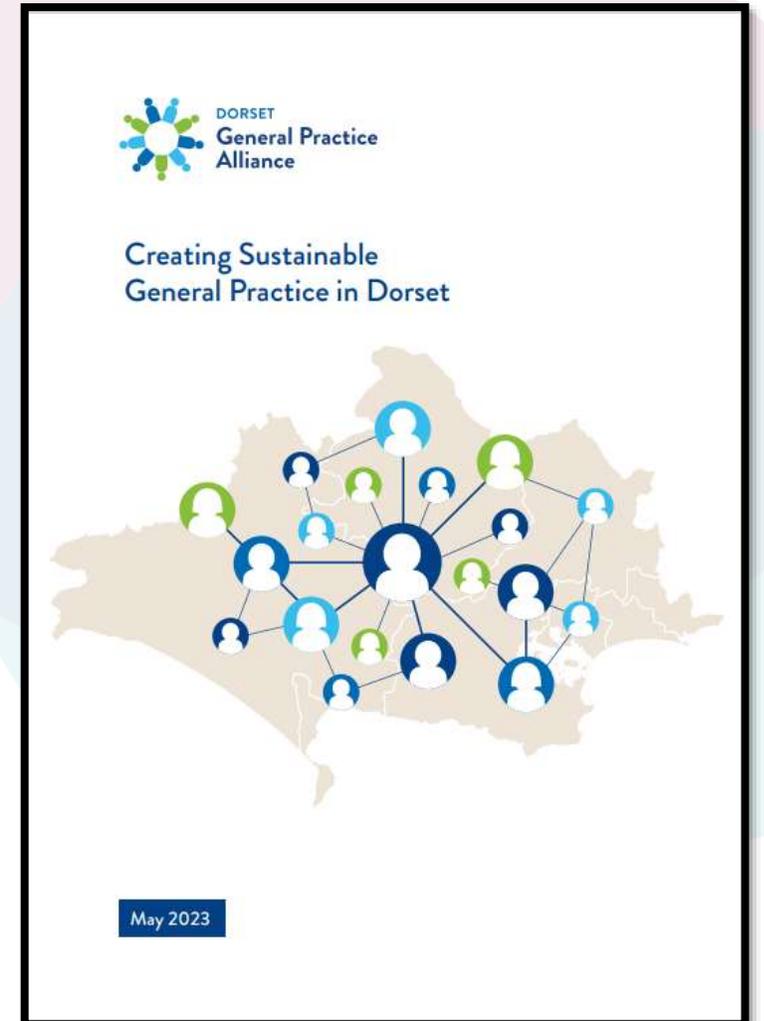
Dorset GP Alliance Survey 2022 Recommendations

“The first survey in 2022, was the first ever Dorset wide survey of GP staff as the National staff survey didn’t go to GP Practices – that has now changed, but our model includes the rich free text which actually tells you how people feel about a range of things. When I instigated this, my view was as we are encouraging clinicians and others to ask what matters to patients and listening to them, it seemed logical that we asked the same question and listened to staff – and not just GPs!”

The survey provided real insight, some of which the system knew, but a lot of which surprised them and the outputs shaped the report ‘ Creating Sustainable General Practice in Dorset.’”

Ian Gall

Patient and Public Lead, Dorset GP Alliance



Dorset GP Alliance Survey 2024



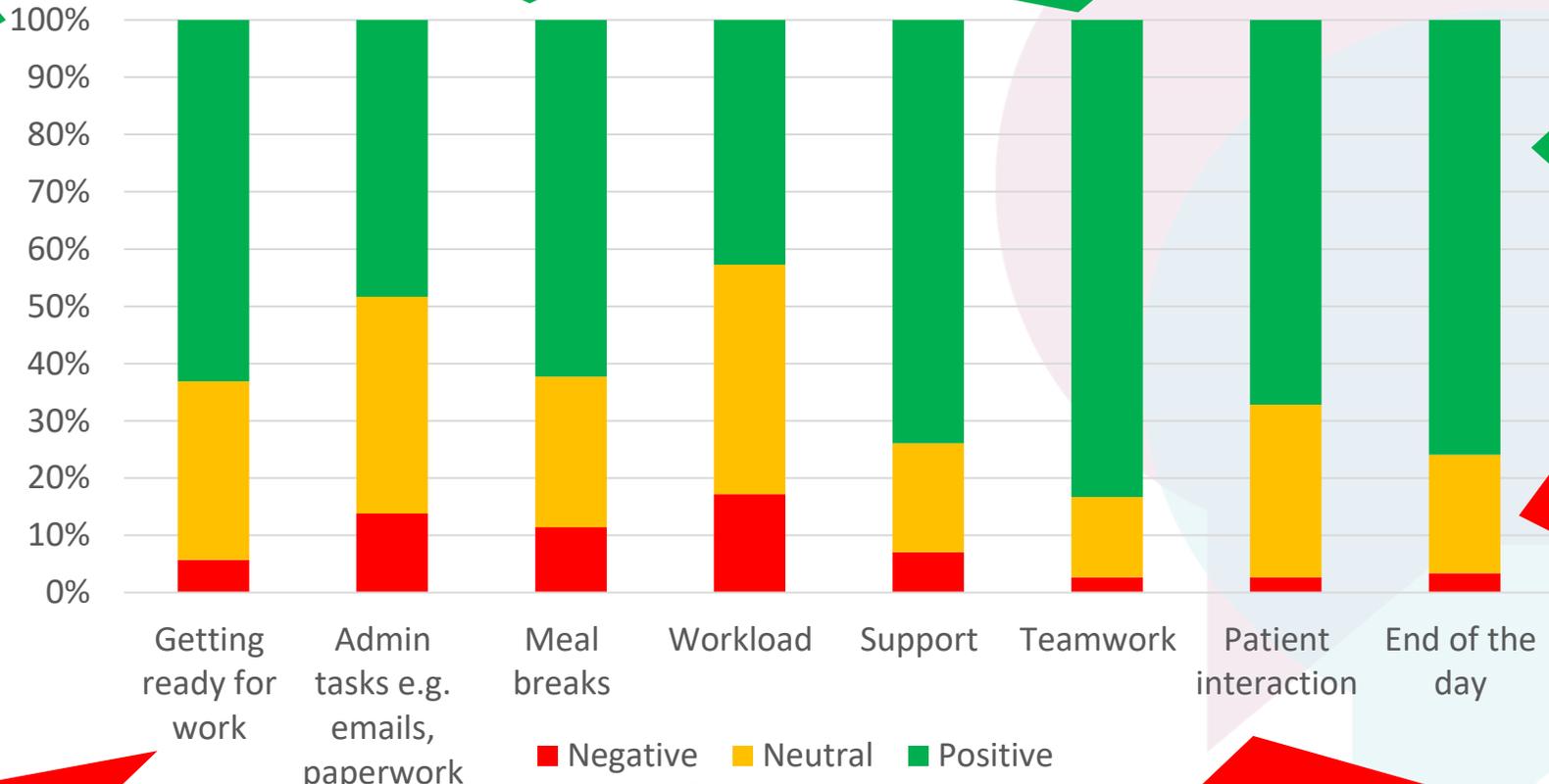
I really feel appreciated, motivated and supported at work. I do like the flexibility working from home and office. I feel valued.

Several of us have set up a Group Walk, and actually leave the office for 20 minutes for a brisk walk.

I am so proud of our team I could burst. They work so hard, with great humour and determination to do their best.

I love supporting the patients and get lovely compliments about the support I give, it is a great feeling to know I can make a difference

I do sometime worry if my work is good enough as so busy working under pressure and have made mistakes but it is the pressure



I spend more time on admin than on patient care. It is overwhelming and I need to log in on days off to keep on top of it.

Sometimes I feel sad when I leave when I feel belittled by staff and patients and unsupported and sometimes this plays on my mind for hours

It's horrible to end your shift feeling so stressed and unhappy because you spent all your shift under so much pressure and speeding/rushing your feet all day long. It's a horrible feeling.

2022 vs 2024 Comparison



Reflections from Dorset GP Alliance

“The second survey, as you know showed improvements in all areas, but reinforced the variation of cultures across Practices and introduced new concerns about the future of General Practice and indicated that more work was needed around team working, managing (and helping) patient expectations, funding and estates.”

There is now a commitment from the Alliance that the Survey should be run annually, not just for benchmarking progress, but keeping abreast of issues and concerns. So it is acknowledged by Dorset GP Practices that this is a valuable exercise and really helpful in targeting resources in the most effective areas.”

Ian Gall

Patient and Public Lead, Dorset GP Alliance

What's next?



Learn more about EBD

Visit our website:
[NHS Elect -
Experience Based
Design](#)

Read our published
studies on patient and
staff experience:

[Staff Experience in the
NHS: A National Study—An
Experience-Based Design
Approach](#)

[Analysis of the Experience-
Based Design Feedback
Data on a National Scale](#)

Get in touch!
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Digitilisation of self-
service EBD tools
for patients and staff

Ongoing study in
Community Diagnostic
Centres with over 5,000
patients and 1,200 staff

Testimonials

// "Acute hospital care is all too often focused on bed-days, waiting lists and discharge decisions. Experience Based Design helps clinicians focus more on improvements that matter to patients and provide a better experience"



Professor Simon Conroy

Geriatrician - Central and North West London NHS Foundation Trust

// "NHS Elect's EBD tool is one of the most useful and simple ways I have come across of capturing meaningful patient experience as part of a largescale service improvement initiative."



Nathan Hall

Deputy Director Diagnostics - Physiological Science NHS England

// "Working with NHS Elect's professional and highly responsive team, we implemented their EBD approach across Dorset GP Practices. The EBD approach empowered our staff, giving them a platform to express what truly mattered to them and contribute valuable suggestions for improvement. This ongoing dialogue is significantly enhancing our workplace environment and service delivery."



Ian Gall

Patient and Public Lead, Dorset General Practice Alliance