

Employee Engagement and Patient Outcomes

Presentation to Social Partnership Forum

Michael West
The King's Fund

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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

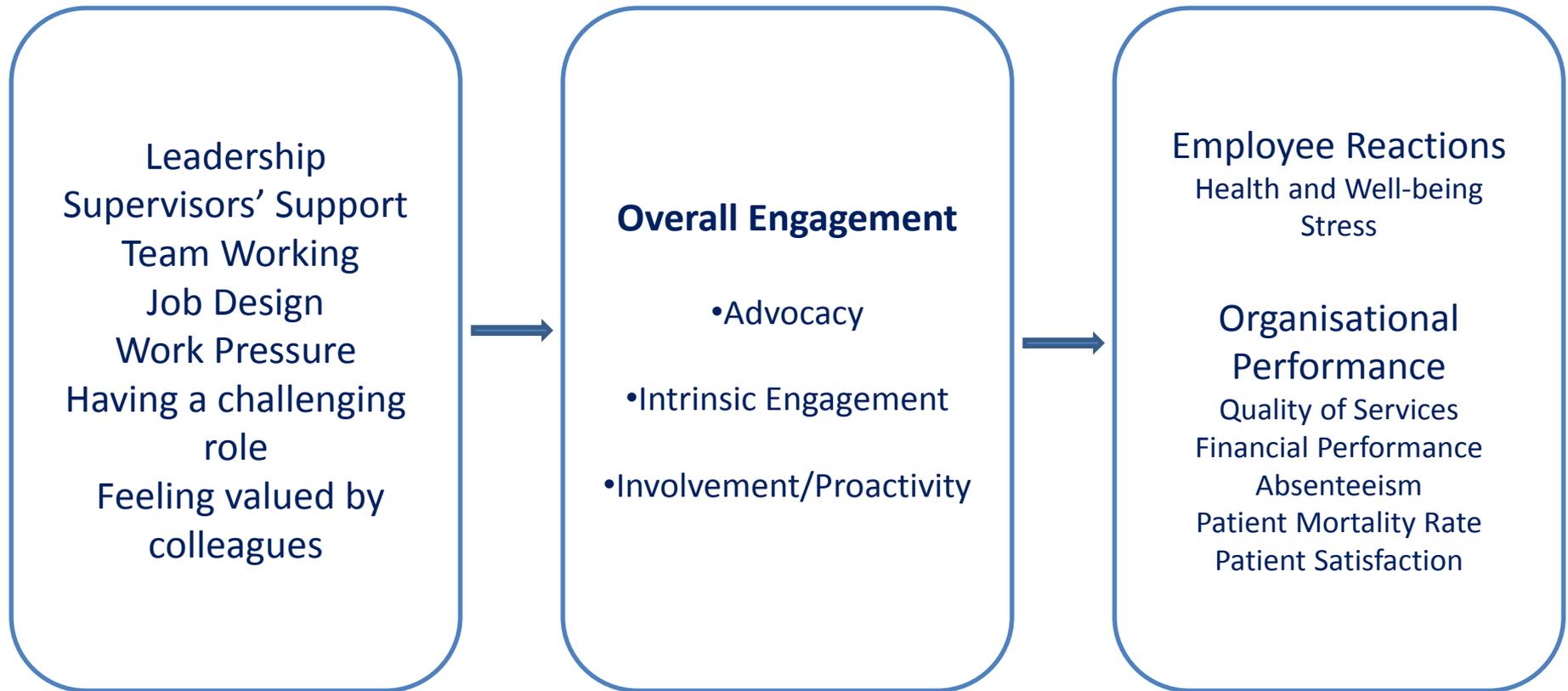
For example, the Institute of Employment Studies defines employee engagement as a blend of commitment to the organisation, job involvement and feelings of empowerment.

The Link Between People Management and Performance in NHS

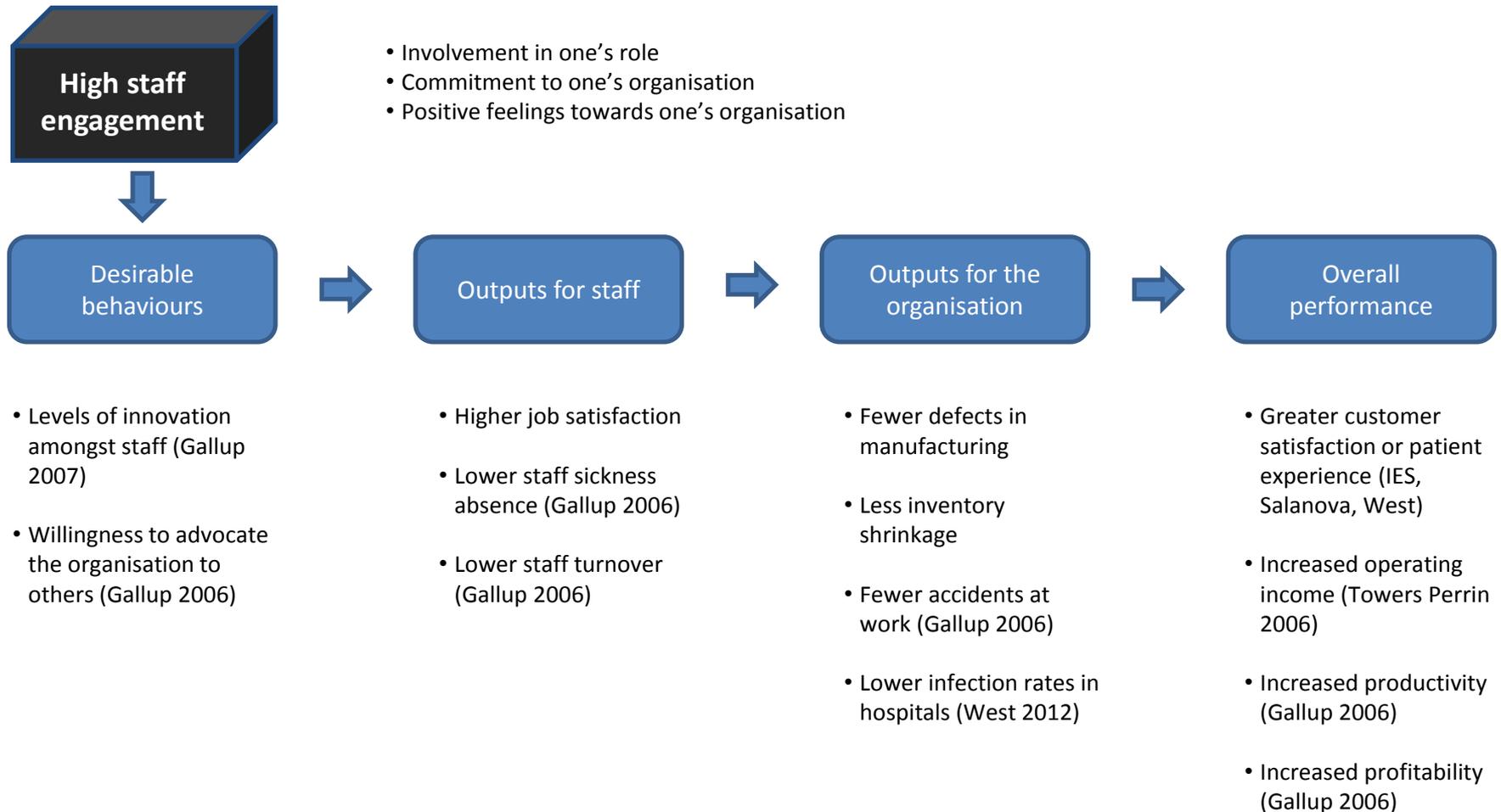
- Staff views of their leaders are strongly related to patients' perceptions of the quality of care
- Staff satisfaction/commitment predict patient satisfaction
- Supportiveness of immediate managers
- High work pressure - patients report too few nurses, insufficient support, privacy and respect.
- Poor 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



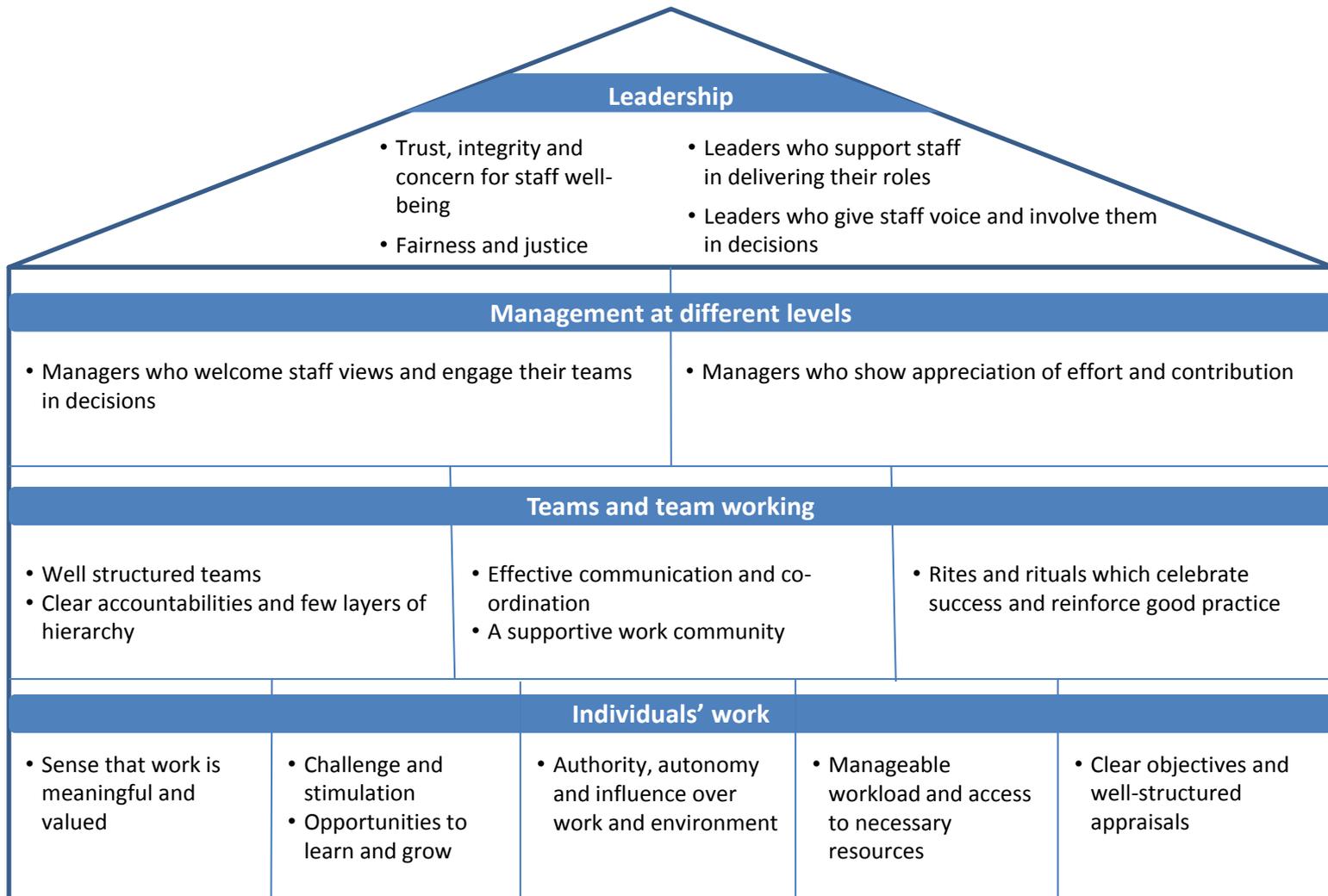
There is overwhelming evidence linking high staff engagement with beneficial behaviours, better outcomes and improved performance



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 ...



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

Kahn (1990)	Maslach et al (2001)	Towers Perrin (2005)	Macleod and Clarke (2009)	West and Dawson (2012)
<ul style="list-style-type: none"> • Meaningfulness of work for individuals • Safety for individuals to bring their 'selves' to their work • Having the physical and emotional resources needed to bring 'self' into work 	<ul style="list-style-type: none"> • Sustainable workload • Feelings of choice and control over work and environment • Rewards and recognition • Community and social support • Perceived fairness and values 	<ul style="list-style-type: none"> • Strong leadership • Accountability • Control over one's environment • Opportunities for development 	<ul style="list-style-type: none"> • Leadership which provides line of sight from individuals' work to vision and aims or organisation • Managers who offer clarity and appreciation of effort • Employees who feel able to voice their ideas and be listened to • A belief that the organisation lives by its values 	<ul style="list-style-type: none"> • Culture of trust between leaders and staff • Involvement in decision-making • Relatively flat hierarchies • Clear roles and challenging work • Working in well-structured teams • Feeling valued, respected and supported • Rites and rituals to celebrate success • Learning opportunities

