

Well-being First: Building an engaged and resilient workforce.

Overview

Using the IHI Safe, Effective and Reliable Care (SREC), and Joy in Work (JIW) models alongside Compassionate Leadership principles we have maintained, and in some cases improved, the wellbeing and engagement of a national healthcare quality improvement team during a period of significant structural organisational change.

Objectives & Methods

Objectives:

- (1) Combine central resource with individual team autonomy to test changes, which contributed to maintaining, or improving, JIW scores through a period of organisational change (Sept 2023 – June 2024).
- (2) Transfer the learning from our internal improvement activity to inform the support offered across NHS Wales.

SREC elements are used as a foundation for national and local improvement activity. Our team were familiar with the model and its application in delivering improvements. We wanted to shape our internal wellbeing & engagement improvement offer using SREC elements combined with JIW principles to integrate culture and behavioural concepts within our external work.

We approached our wellbeing & engagement work with an improvement mindset, measuring and collecting data over time. Our initial activity shone a spotlight on leadership, psychological safety and broader organisational culture. Visible senior, and collective, leadership played a vital role in our approach, empowering leaders at all levels to champion wellbeing initiatives and set the tone for a culture of psychological safety and care alongside accountability. By fostering strong self-leadership, we aimed to cultivate an environment where staff are valued and supported to contribute at their best using the principles of compassionate leadership.

Feedback, Results & Conclusions

Over an eight-month period, we have maintained our JIW scores, and in some areas seen tangible improvements. We consider this to have achieved our stated objectives, noting a significant period of organisational change this year.

Empowerment: By prioritising staff wellbeing and engagement, we have empowered staff members to support one another. This has resulted in increased efficiency and confidence to advocate for oneself. See comments.

Increased staff engagement: Our data gathered through our dual qualitative measure methodology illustrates that:

- 22% overall improvement across four weekly measures, as illustrated right.
- Most notably, a 15% increase in staff being recognised and thanked.
- The radar chart illustrates our maintained levels of engagement across all seven elements of JIW.

“As a result of the session last week, I had the confidence to share with my manager that I was feeling uncertain...I feel much better about it now.”

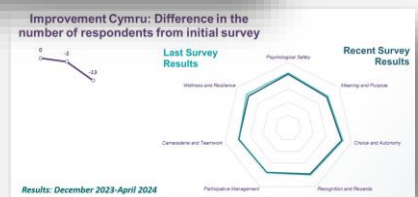
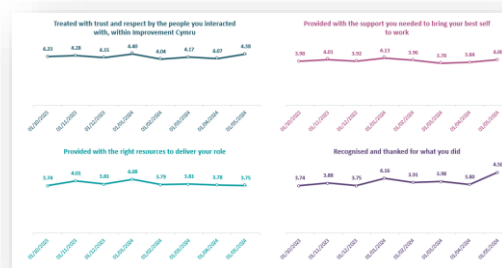
“Thanks for the sessions which have really supported my growth as a leader...just to take time out and learn together.”

Next Steps/Future Development

Our project has challenged the status quo with a holistic person-centred approach to our ways of working. Through a combination of experience and evidence-based practice, we have gained valuable insights that have reshaped our understanding, and we are working towards embedding what we've learnt into our culture.

A key insight from this initiative is the power of psychological safety in driving employee engagement and performance. The insights relate to the interconnectedness between staff wellbeing and organisational performance, when staff feel empowered and safe to carry out their roles, everyone within the organisation directly benefits.

Our outcomes are now shaping the cultural development across all areas of our newly merged organisation, and are integrating into improvement project implementation across NHS Wales.



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References

Compassionate Leadership for Compassionate Healthcare (2017), West & Chwila
IHI Framework for Improving Joy in Work. (2017)
IHI:A Framework for Safe, Reliable, and Effective Care. (2017)