The Scottish Patient Safety Programme (SPSP) is a national quality improvement programme that aims to improve the safety and reliability of care and reduce harm. SPSP supports improvements in safety across a wide range of care settings including maternity, neonatal and paediatric services.

The MCQIC focuses on improving outcomes for babies, children, mothers and families. We work collaboratively with the maternity, neonatal and paediatric units within 14 NHS boards across Scotland to help deliver safe care through quality improvement methodology.

The Essentials of Safe Care (EoSC) are a key element of the SPSP’s work. This is a practical package of evidence-based guidance and support that enables Scotland’s health and social care system to deliver safe care. It aims to accelerate sharing of learning and improvement work through a range of engagement and learning opportunities.

Our driver diagram outlines key elements that support our aim of delivering safe care to every person, within every setting, every time.

In spring 2022 MCQIC held a series of webinars focusing on the EoSC primary driver of leadership to promote a culture of safety at all levels. This summary provides an overview of the webinar focusing on staff wellbeing. A recording of this webinar can be accessed on our website.

### Essentials of Safe Care: Driver Diagram

<table>
<thead>
<tr>
<th>Aim</th>
<th>Primary drivers</th>
<th>Secondary drivers</th>
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</thead>
<tbody>
<tr>
<td>To enable the delivery of Safe Care for every person within every system every time</td>
<td>Person centred systems and behaviours are embedded and support safety for everyone</td>
<td>Structures and process that enable safe, person centred care</td>
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<td></td>
<td></td>
<td>Inclusion and involvement</td>
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<tr>
<td></td>
<td></td>
<td>Workforce capacity and capability</td>
</tr>
<tr>
<td>Safe communications within and between teams</td>
<td>Skills: appropriate language, format and content</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Practice: use of standardised tools for communications</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Critical Situations: management of communications in different situations</td>
<td></td>
</tr>
<tr>
<td>Leadership to promote a culture of safety at all levels</td>
<td>Psychological safety</td>
<td></td>
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<tr>
<td></td>
<td>Staff wellbeing</td>
<td></td>
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<tr>
<td></td>
<td>Systems for learning</td>
<td></td>
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<tr>
<td>Safe consistent clinical and care processes across health and social care settings</td>
<td></td>
<td>Reliable implementation of standard infection prevention and control precautions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Safe staffing</td>
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</table>
Rediscovering joy in work: placing kindness at the heart of our work
Dr Camilla Kingdon, Consultant Neonatologist and President of the Royal College of Paediatrics and Child Health

In her keynote presentation, Dr Kingdon talked about some of the issues which impact staff wellbeing and suggested solutions to support this.

The social context and why it matters

In his work, Don Berwick highlights that healthcare professionals and patients are currently in an uncomfortable place. Berwick believes this is because of changes in how healthcare professionals are perceived and increased accountability, measurement and close scrutiny. This has resulted in healthcare professionals feeling misunderstood and patients feeling helpless and suspicious.

Why has staff wellbeing become such a challenge

In 2013, the Francis Report shared findings of a public inquiry into failings at the Mid Staffordshire NHS Foundation Trust. Among other findings, the report highlights:

- significant issues in patient care
- disconnect between clinical and managerial staff,
- an intensive focus on financial targets, and
- evidence of burnout in staff.

What is burnout

There are three criteria for burnout:

- “emotional exhaustion
- depersonalisation or feeling negative about one’s career, and
- reduced professional efficacy and productivity.”

Prevalence of burnout

Burnout in healthcare workers can be particularly prevalent.

24% Trainee doctors reported feeling burnt out because of their work to a high or very degree according to a national training survey conducted in 2018.

44% NHS Staff in England reported feeling unwell due to work-related stress in the past year in a staff survey conducted in 2020.

67% UK midwives reported moderate burnout according to a study published in 2019.

Healthcare workers can be particularly vulnerable to burnout. Many healthcare workers are altruistic and driven by putting patients first. While these are good qualities, they can leave individuals more vulnerable to burnout.

There are links between staff wellbeing and patient care and safety. We know that staff cannot provide the highest quality of care if they are experiencing burnout.
Rediscovering joy in work: placing kindness at the heart of our work

Dr Kingdon recommends three themes to help achieve a healthy, thriving workforce that can deliver safe care;

1. Leadership
2. Systems, and
3. Personal.

These themes are discussed in detail below.

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### Proposed solutions to support workforce wellbeing

<table>
<thead>
<tr>
<th>Theme</th>
<th>Summary</th>
<th>Further information</th>
</tr>
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<tbody>
<tr>
<td><strong>1. Leadership</strong></td>
<td>Compassionate leadership where leaders listen to and engage with staff support staff to feel invested in and coproduce solutions to address issues. This can lead to reductions in sickness and in addition, health organisations that listen to staff are more likely to be innovative. Compassionate leadership can be complex, so health and social care leaders should be supported to develop these skills.</td>
<td>Read <a href="#">work by Michael West</a> to learn more about compassionate leadership&lt;sup&gt;6&lt;/sup&gt;.</td>
</tr>
<tr>
<td><strong>2. Systems</strong></td>
<td>In his work, Don Berwick discusses the need to develop a new era of healthcare. The new era should reduce the focus on excessive measurement and finance. Instead, it should focus on civility, improvement of science, transparency and coproduction.</td>
<td>Read <a href="#">Don Berwick’s work</a> on Era 3 for Medicine and Health Care&lt;sup&gt;1&lt;/sup&gt;.</td>
</tr>
<tr>
<td><strong>3. Personal</strong></td>
<td><strong>Intelligent kindness</strong></td>
<td>Intelligent kindness is a concept which encourages us to connect as people and build relationships by being generous and thoughtful. This can help us move away from close scrutiny, and support us in focusing on relationships and connections.</td>
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<td></td>
<td><strong>Learning from excellence</strong></td>
<td>This concept encourages us to stop and think about why our work has gone well, rather than focusing on mistakes.</td>
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<td></td>
<td><strong>Be kind to ourselves</strong></td>
<td>We have a personal responsibility to look after ourselves.</td>
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</tbody>
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“There is now an imperative to address the culture of the NHS. The size of the challenge ahead is massive. A conscious focus and leadership that is compassionate is the secret to success.”
We Care, NHS Grampian
Dr Emma Hepburn, Clinical Psychologist and We Care programme lead, NHS Grampian

Dr Emma Hepburn highlighted the importance of improving staff wellbeing and the associated challenges through the work of NHS Grampian.

Improving the wellbeing of the health workforce leads to better patient outcomes for a number of measures, including reduced infection and mortality rates and improved patient experience and satisfaction. However, there are several challenges when looking to make improvements to wellbeing.

• Wellbeing has many definitions, so it can be difficult to know what to focus on and how to measure it.
• There are many factors which can contribute to wellbeing. These can be both personal and work related.

• Different staff groups will have different wellbeing needs based on their roles.
• The COVID-19 pandemic has had a significant negative impact on our wellbeing.

NHS Grampian has established a programme of work focusing on wellbeing. We Care is an umbrella programme which pulls together wellbeing projects and communications in a coherent way for staff to access. It also aims to identify gaps in wellbeing provision and allocate resources to meet these needs.

The table below provides an overview of the We Care programme. More information on this programme can be found on the We Care website.

<table>
<thead>
<tr>
<th>Function</th>
<th>Project</th>
<th>Description</th>
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<tbody>
<tr>
<td>Projects</td>
<td>Team support and recovery</td>
<td>“All teams have access to support that matches their needs.” As part of this work, we hold sessions with team leaders to explore their actions to support wellbeing. By supporting team leaders to identify what is going well, they can build on this and consider areas for improvement.</td>
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<td>Personal resilience and mental health</td>
<td>“Individuals have access to timely support for maintaining and improving psychological health.” This includes work to bring together opportunities for support so it can be better communicated and utilised.</td>
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<td></td>
<td>Remote and hybrid working</td>
<td>“Staff and managers are helped to maximise their work-life balance in light of changes to how, where and when work is done.” As staff and managers become more comfortable with remote and hybrid working, we will adapt this project to meet arising needs</td>
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<td></td>
<td>Health lifestyle report</td>
<td>“People are supported in building and maintaining healthy life choices.” For example, this work has included a recent step challenge and a menopause working group.</td>
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<tr>
<td>Support</td>
<td>Communication and website admin</td>
<td>This involves &quot;maintaining up-to-date online content, marketing resources and communicating changes.” The programme focuses on implementing relevant projects for staff; therefore communication is vital to hear what staff need support with.</td>
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<tr>
<td></td>
<td>Survey and evaluation</td>
<td>This work helps to “understand both the wellbeing of the workforce and the impact of interventions.” An example of this is quarterly pulse surveys and regular thematic analyses.</td>
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</table>
Further information

You can watch the webinar on our webpages.

View our presentation slides used on the day.

Our reading list accompanies the webinar.

Read more about Essentials of Safe Care on our website. Case studies on the systems for learning, staff wellbeing and psychological safety series are now available on our website.

Find us on twitter at @mcqicspsp, #spspmcqic and #spsp247

The National Wellbeing Hub provides support to those who work in health and social care.

References


