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Health And Social Care Workforce Study: A HR Perspective for Translating Workforce Wellbeing Policies to Practice

*Dunsilly Hotel, Antrim
Monday 27th Nov 2023*

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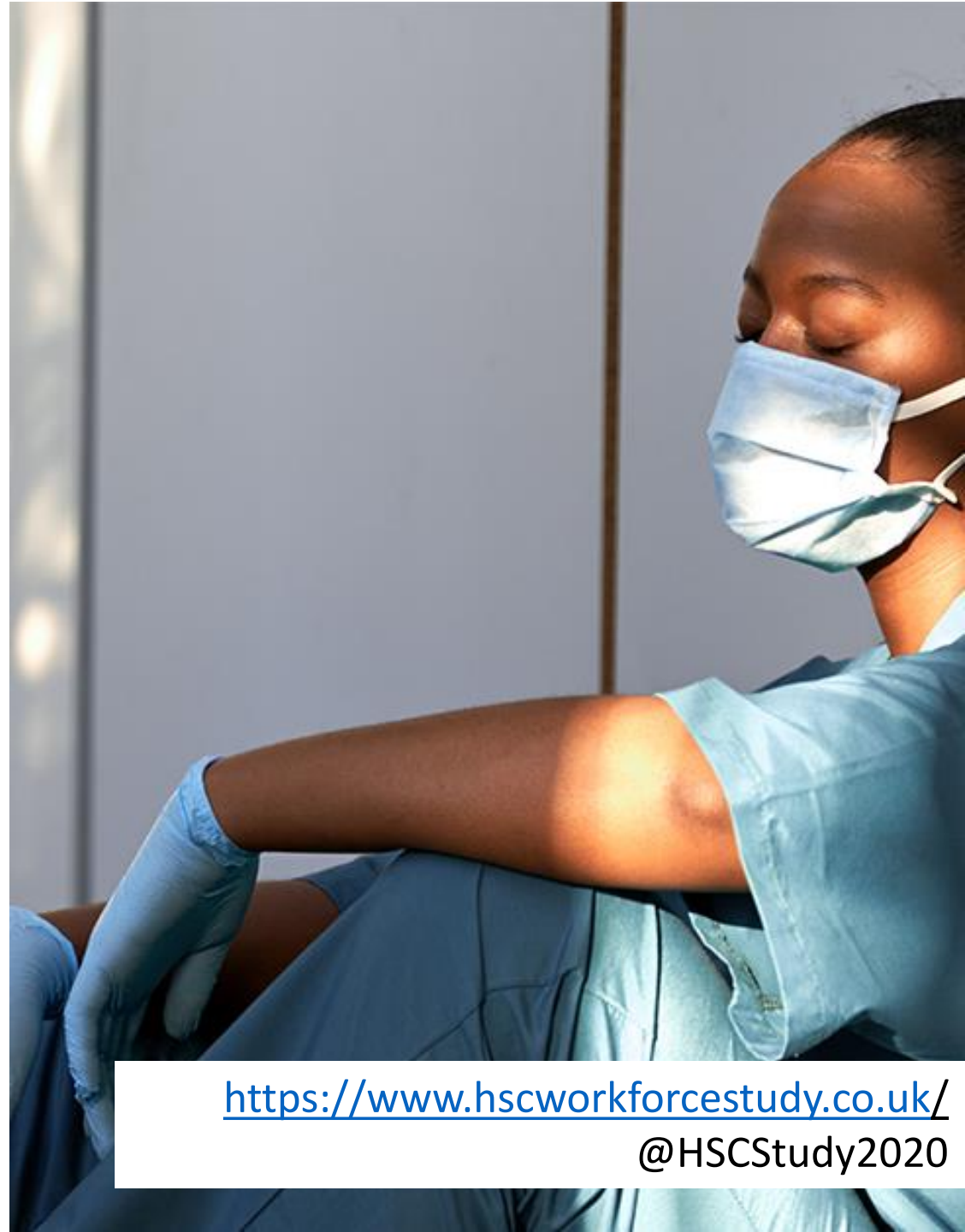
Dr Denise Currie

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<https://www.hscworkforcestudy.co.uk/>

@HSCStudy2020

Today's Schedule

Session	Time
HPMA Introduction.	9.15– 9.30
Evidence-Based Approaches to Policy and Practice: Setting the Scene	
Session 1:	9.30– 10.30
Where are we at? Picturing the current approach to wellbeing in HSC Trusts	
<i>Break: Tea/ Coffee</i>	10.30 - 10.50
Session 2:	10.50 – 11.50
What are we doing? Evidencing the workforce wellbeing outcomes and wellbeing- related approaches in HSC	
Session 3:	11.50-12.45
Where are we going? Sense-Checking Workforce Wellbeing Policy Development	
<i>Closing</i>	12.45-1.15

Evidence-Based Approaches to Policy and Practice

Identifying and questioning the available evidence:

- scientific research
- internally available organisational data
- opinions and insights from a range of stakeholders
- ***expertise and judgement of practitioners***

(Barends, Rouseau and Briner, 2014).



Session 1 – ‘Picturing’ the current approach to workforce wellbeing

What would you do or advise in each evidence-based scenario?

1. Please provide examples of current HRM and wellbeing-related policies, practices and approaches you would use to address the issue.
2. Based on your experience, what are the likely challenges regarding the implementation of the suggested policies, practices /approaches?
3. What are the likely outcomes of how this type of scenario is normally approached?

- Work in Groups
- Nominate someone to summarise responses
- Submit responses using the [PADLET link](#)/ QR Code
- Nominate someone to feedback to wider workshop group
- You have 30 minutes to discuss one scenario

Session 2 – Evidencing workforce wellbeing outcomes and wellbeing- related approaches in HSC

1. Health and Social Care Workforce Strategy 2026
What is the context?
2. Audit of Wellbeing Service and Procedures
What currently exists?
3. HSC Staff Health and Wellbeing Framework
What is being considered?
4. The HSC Workforce Study
What more can we learn?



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HSC Workforce Study

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Principal Investigator

Dr John Moriarty

Dr John Mallett

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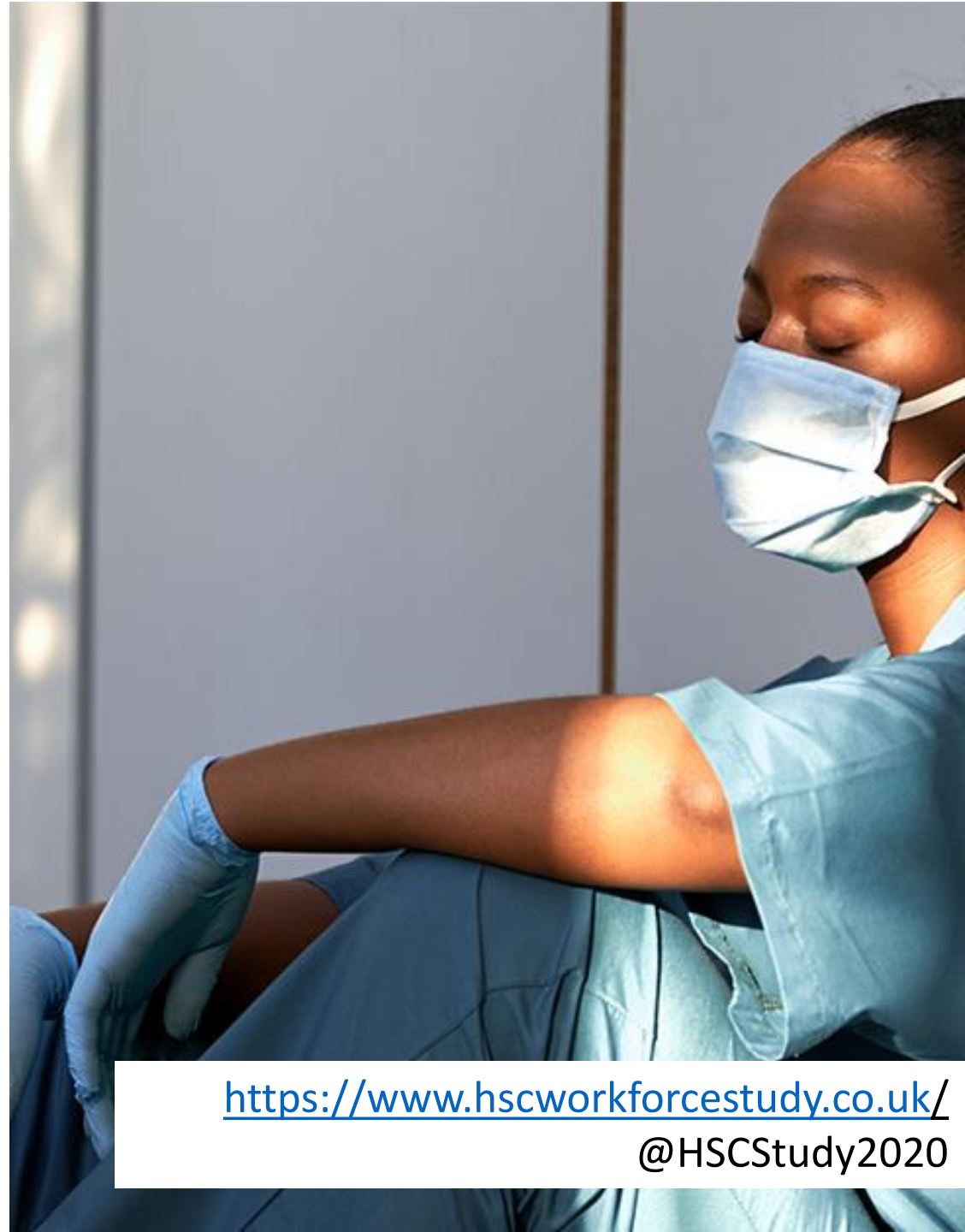
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Aim: To examine the impact of providing health and social care in UK during COVID-19 on nurses, midwives, allied health professionals (AHPs), social care workers and social workers.

Data Collection



Survey:

Anonymous online questionnaire

- Phase 1: May – July 2020
- Phase 2: Nov 2020 – Feb 2021
- Phase 3: May-July 2021
- Phase 4: Nov 2021-Feb 2022
- Phase 5: May-July 2022
- Phase 6: Nov 2022-Jan 2023

Focus Groups:

- Phase 2: December 2020 – Frontline workers and managers.
- Phase 3: May-July 2021 – Frontline workers and managers.
- Phase 4: Nov 2021-Feb 2022 – HR, Frontline workers and managers.
- Phase 5: June-July 2022– HR, Frontline workers and managers.
- Phase 6: December 2022– HR, Frontline workers and managers.



Measures



- **Demographics**
- **Mental wellbeing** (Short Warwick Edinburgh Mental Wellbeing scale)
- **Quality of working life** (Work-Related Quality of Life)
- **Burnout** (Copenhagen Burnout Inventory) – Phase 2 onwards
- **Coping** (Brief COPE; Clark et al.'s Coping with Work and Family Stressors Scale)
- Qualitative open-ended questions

All Phase Response by Country

England n= 3129

Scotland n= 2317

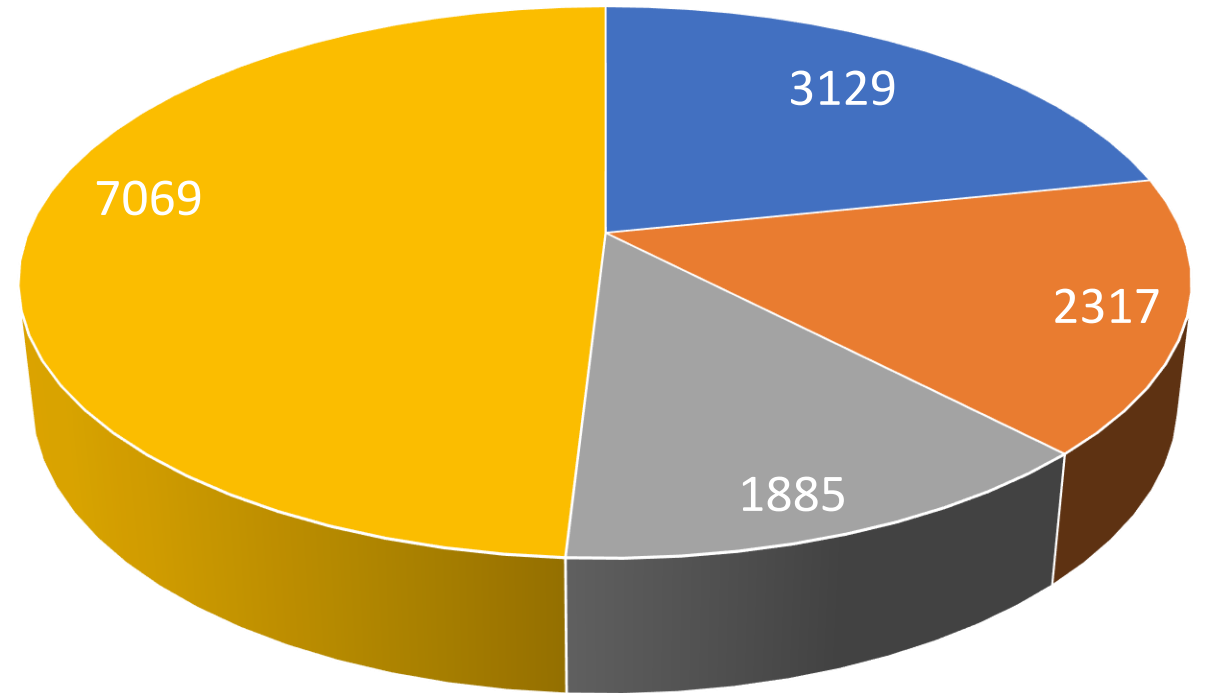
Wales n= 1885

N. Ireland n= 7069

TOTAL 14,400

participants

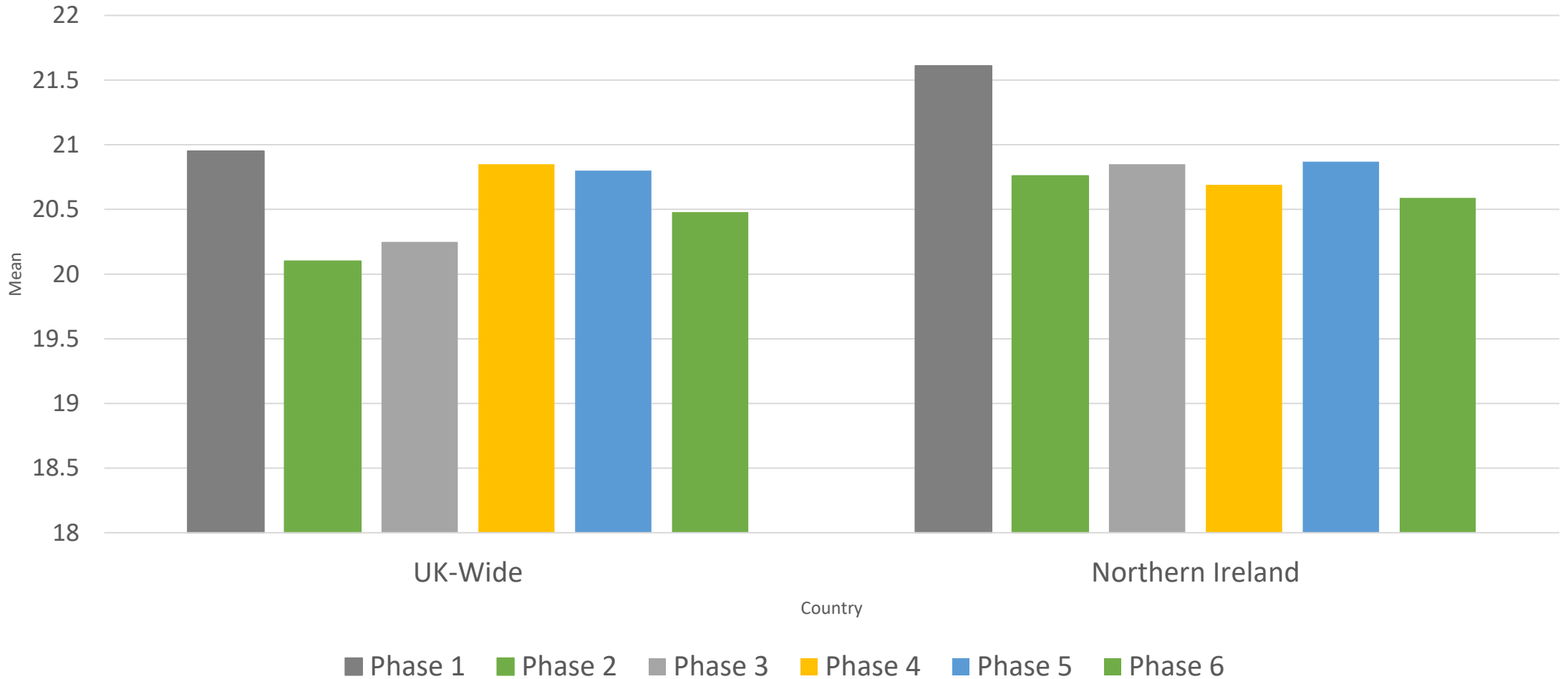
2020-2023



■ England ■ Scotland ■ Wales ■ Northern Ireland

Mental Wellbeing

UK-wide and NI



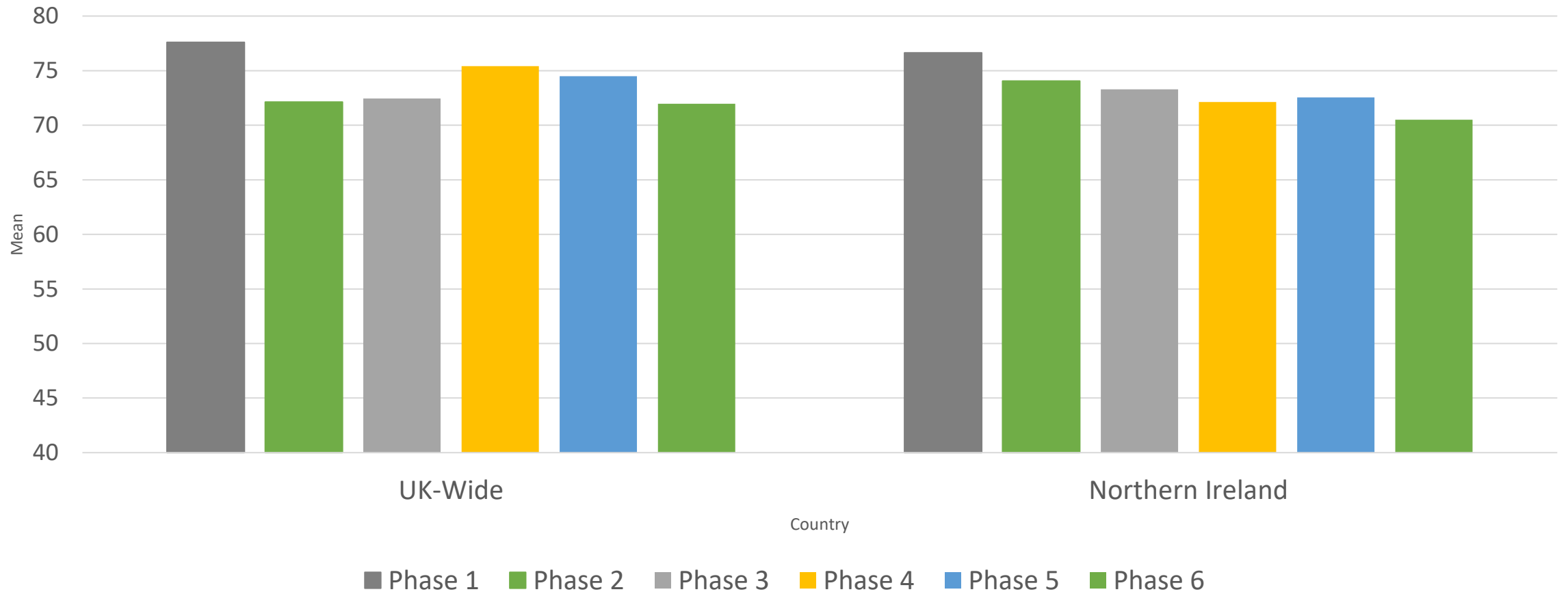
Burnout UK-wide

“Feel like I have to be more cutthroat and almost have to care less at work to get through it. If I think about the experience of patients, in pain/delays due to covid, it’s horrible. If I thought about it every days, I’d be miserable”
(AHP, England, Hospital).

“I reduced my working hours feel the job is burning me out”
(Social Worker, Other setting, Northern Ireland).

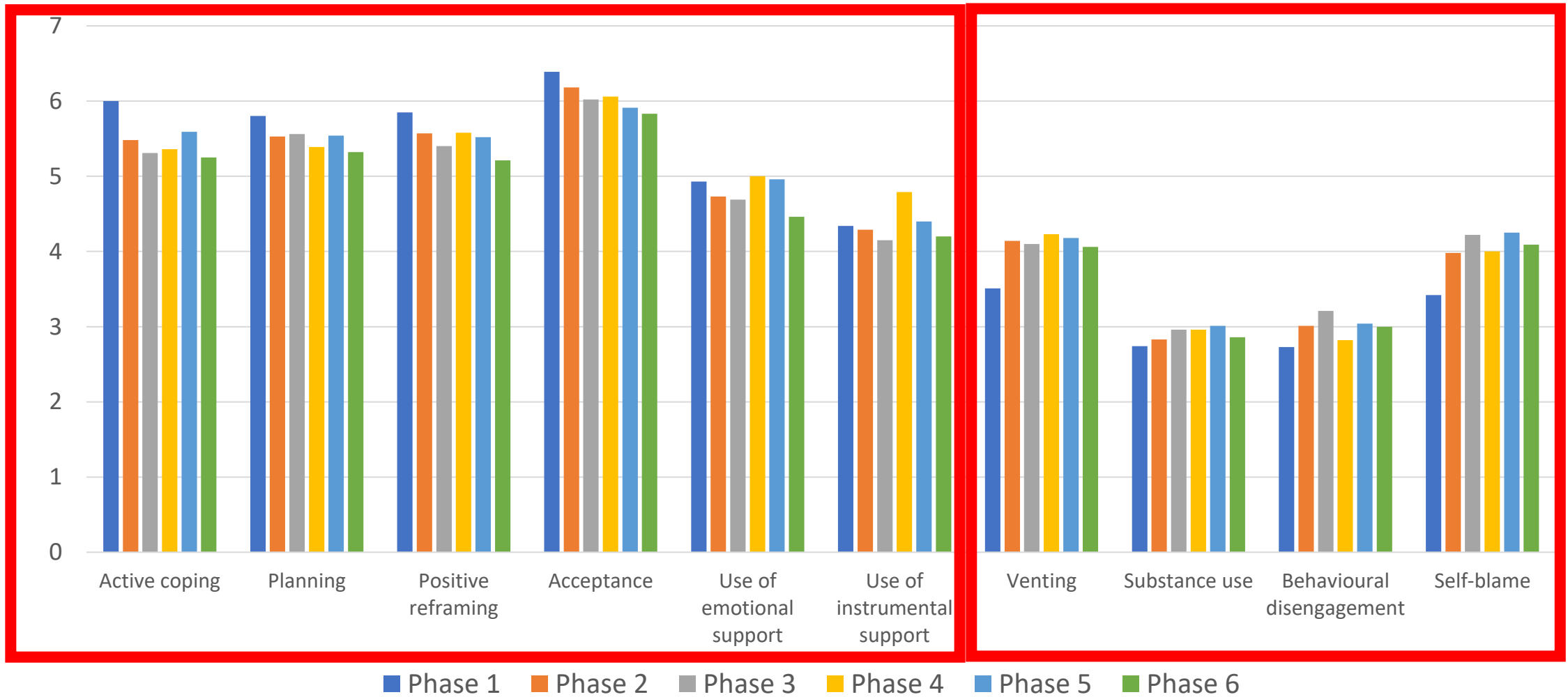


Quality of working life UK-wide by Country




Ways of coping

UK-wide

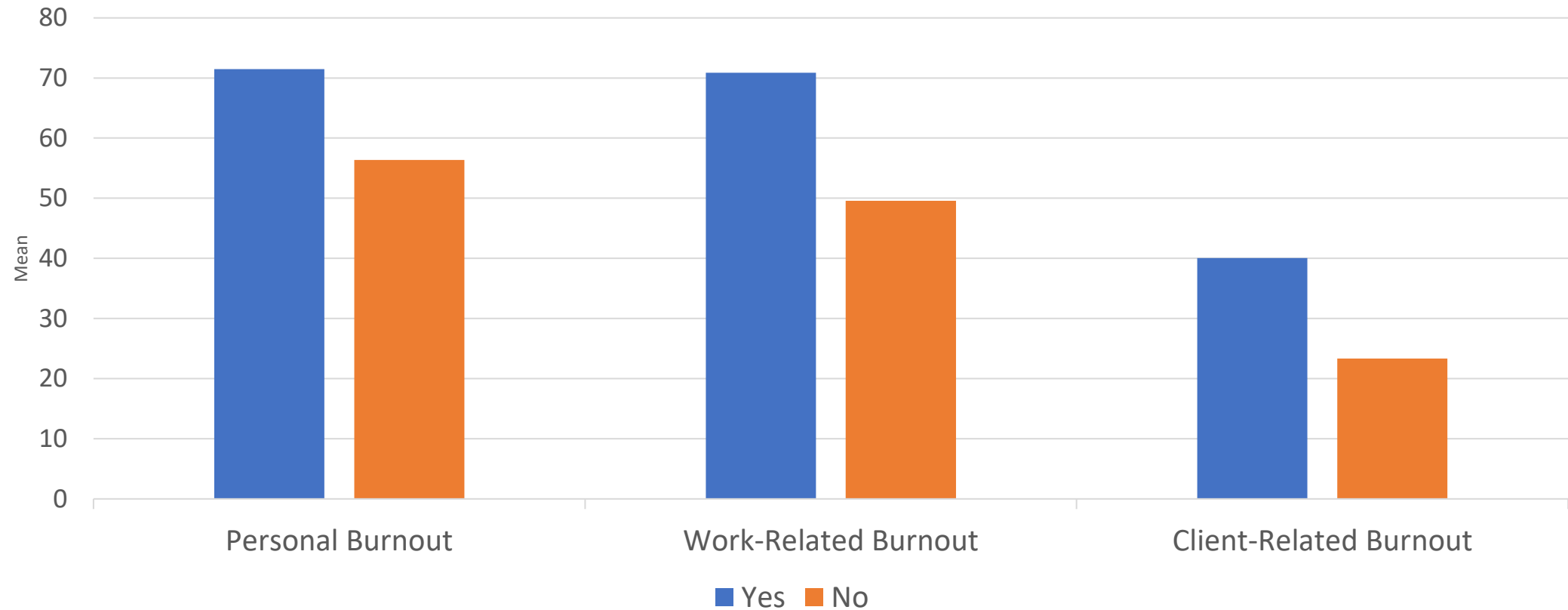


Impact of Coping Strategies Adopted

- 
- ***Positive coping strategies*** (e.g., active coping, positive reframing, acceptance, exercise) were associated with ***higher mental wellbeing, better quality of working life and lower burnout scores***
 - ***Negative coping strategies*** (e.g., venting, substance use, self-blame) were associated with ***lower mental wellbeing, worse quality of working life and higher burnout scores***

Phase 6: Intention to leave by Burnout type

Level of burnout	Cut-off scores
Low	0 – 49
Moderate	50 – 74
High	75 – 99
Severe	100



Differentiation across occupations and demographics

- Males v females
- Younger v Older Workers
- Line managers v non-line managers
- Differences across occupations
- Differences across Ethnic Groups
- Working with Adults v Working with Children/ those with disabilities/ and within mental health

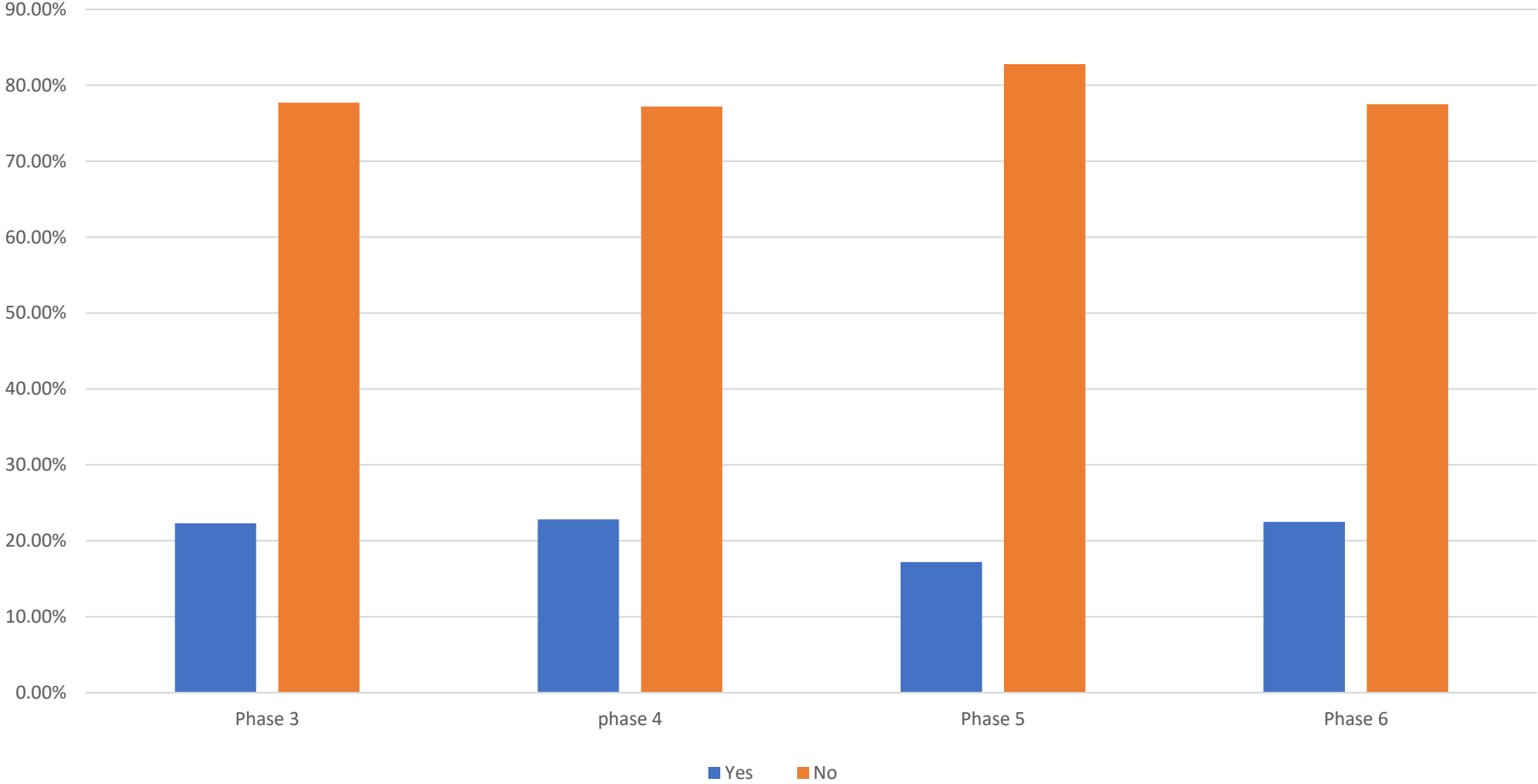
Dr Heike Schroder

One size does not fit all

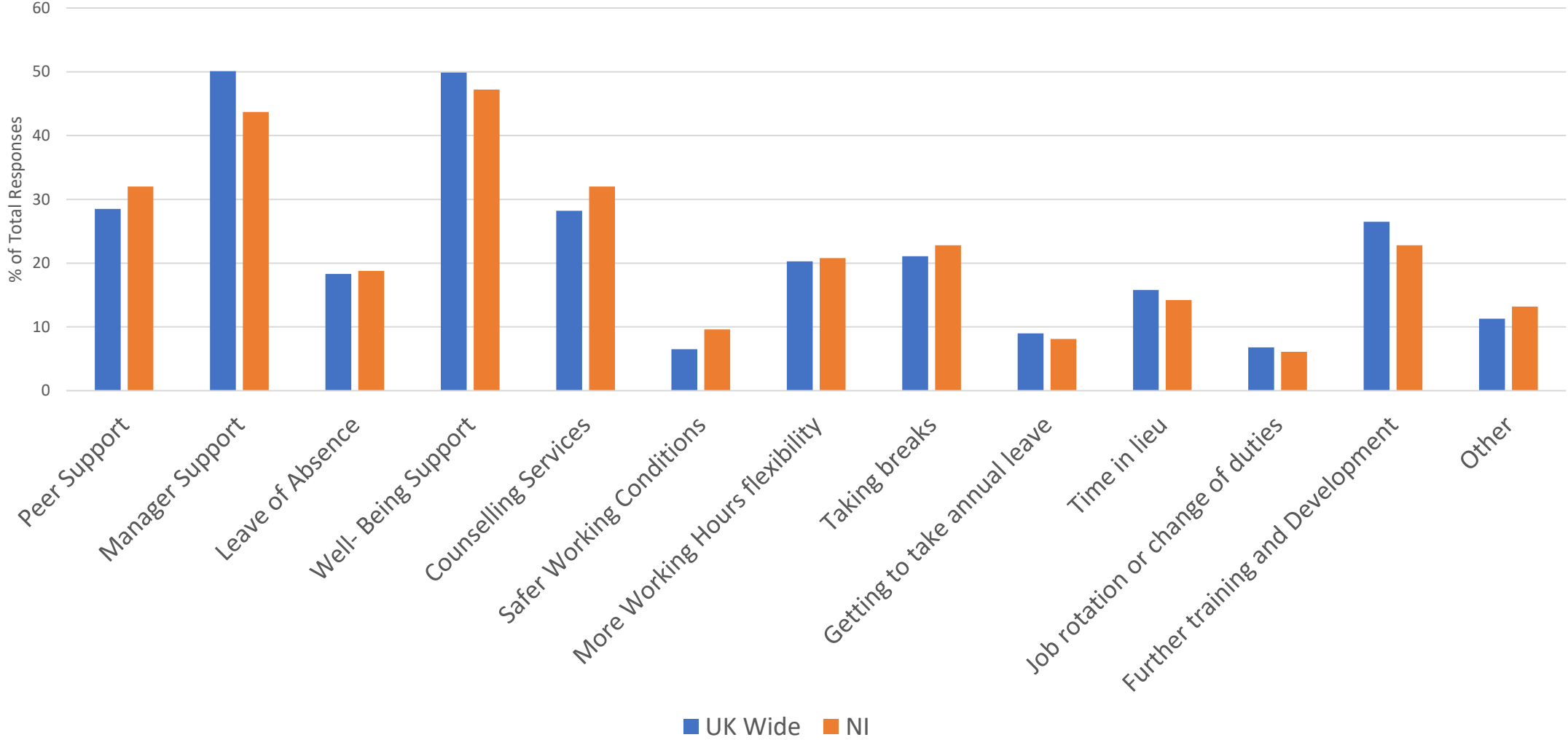


What are employers/ HR and OD doing in response?

Phase 2 to 6: Have you taken up employer support to manage your well-being (NI)?



Phase 6: What have you taken up from your employer to support your well-being (UK Wide and NI)?



How can employer support for wellbeing be more responsive to workforce needs?

Conditions
Communication
Connection

Changing Conditions: Emerging Themes

Changes to work routines

Increasing work intensity/complexity /'new normal' culture shift

Moving from crisis to crisis

Overworked workforce

Staffing levels – shortages, recruitment, and retention

Strategies to improve safe staffing.

Dependency on agency staff

Capacities for developing skill mix

Competition for resources

Concerns about safety and safe staffing

Service-user satisfaction

Increasing staff frustrations around pay

Work Life boundaries and Impaired work-life balance

Flexibilities

Career Outcomes and Opportunities

Changing Conditions: Key Themes

Changes to work routines

Increasing work intensity/complexity/'new normal' culture shift

Staffing levels – shortages, recruitment, and retention

Dependency on agency staff

Capacities for developing skill mix

Concerns about safety and safe staffing

Work life boundaries and impaired work-life balance, flexibilities

Good Practice Recommendations:

- Enhance availability and accessibility of staff well-being support mechanisms
- Address retention and recruitment challenges
- Put into practice the advantages of more flexibility in employment
- Encourage the uptake of annual leave and regular breaks
- Consider effectiveness of employee voice mechanisms

Communication: Emerging Themes

Timeliness and consistency of information and decision making

Consultation with front line staff

Prioritization placed on work tasks

Usefulness of IT support

Availability of management support

Powerlessness of managers

Availability of team supports

Recognition and Acknowledgement

Good Practice Recommendations:

- Strengthen the mechanisms for team communication and team supports
- Strengthen support for line managers (focus on core people management skills)
- Enhance organizational and change management supports to encourage timely information sharing, sharing of experiences and expertise and good team management practices.

Connection: Emerging Themes

Changing relationships with service users, teams, managers and at home

Time to cultivate relationships

Relationships with dissatisfied service users

Impact on meaningfulness of work and job satisfaction (moral distress)

Feeling Valued

Impact of remote and hybrid working

Incivility between workers, agencies, departments

Experiences of new staff

Leadership and line management interventions

Good Practice Recommendations:

- Supportive individual/ team supervision and team management for all
- Identify and address toxic workplace climates

Questions?

**What are policy-practice gaps?
What does the policy framework need to include to
address these gaps?**

Summary and Next Steps

- Workshop Feedback Survey
- Analysis and write-up of workshop discussion and outputs
- Report to HPMA to inform ongoing development of HSC Staff Health and Wellbeing Framework
- Follow up interviews (Feb – March) to ascertain how attitudes, behaviours and practices have changed amongst HR and OD professionals