

# Staff Morale and Introduction of Excellence Reporting on Southmead Central Delivery Suite

Dr Sophie Scutt <sup>1</sup>, Dr Nicola Weale <sup>2</sup>

<sup>1</sup>Speciality Registrar Anaesthesia, <sup>2</sup> Consultant Anaesthetist Southmead Hospital, Bristol, UK.

## Discover

- Staff morale at Southmead Hospital Obstetric unit has been under pressure due to staff shortages, budget constraints and a heavy focus on critical incident reporting. This is not unusual across the NHS.
- We evaluated staff attitudes and morale to investigate and share key areas of concern, and act as a platform to introduce Excellence Reporting, which launched Sept 2017
- We hope that introducing a system of peer-reporting excellent practice will provide a positive opportunity for learning, as well as improve team resilience, morale and patient safety.

## Staff Morale Survey

An electronic survey was distributed to all staff on the Central Delivery Suite (CDS) in March 2017. We received 124 responses.

### Who enjoys coming to work?

Staff group (no of respondents)	Mean	Median	Range
Anaesthetist (22)	4.3	4	4-5
Scrub (3)	4.3	4	3-5
Obstetrician (30)	4.1	4	3-5
Admin/reception (3)	4.0	4	3-5
Midwife (41)	3.9	4	2-5
MCA (6)	3.5	3	3-5
ODP/Anaesthetic nurse (19)	3.1	3	1-5

The majority of staff actually enjoyed coming to work, mean score 3.9 on a 5 point Likert scale (1= strongly disagree, 5 = strongly agree), but with variation between groups

82% of respondents agreed or strongly agreed with the statement “I learn best from studying good practice”. Only 40% of respondents agreed that “I learn best from studying other’s mistakes”. Staff perceive learning from examples of excellent practice is as valuable as reflecting on their own mistakes (mean score 3.97 and 3.94 respectively), and both are more valuable than learning from the error of others (mean 3.22).

Likert scale	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Mean score 1 - 5	Median score 1 - 5
I enjoy coming to work on CDS	1%	6%	20%	49%	24%	3.89	4
I feel appreciated by my colleagues	2%	7%	18%	52%	21%	3.85	4
It is easy to speak up with ideas or suggestions	3%	11%	21%	42%	23%	3.70	4
We work together as a team on this CDS	6%	4%	8%	39%	43%	4.08	4
We focus more on our failures than our achievements on CDS	5%	34%	34%	23%	4%	2.88	3
I learn best from studying good practice	0%	1%	17%	66%	16%	3.97	4
I learn best from studying other's mistakes	2%	17%	41%	38%	2%	3.22	3
I learn best from reflecting on my own mistakes	0%	4%	18%	57%	21%	3.94	4

Staff frequently stated they would feel better appreciated if there was

- more positive feedback
- better communication and staffing levels
- better understanding of their roles by other members of the MDT.

Have you seen anything EXCELLENT today?



Great Care?

Superb Teamwork?

Going the Extra Mile?

- Who was excellent?
- What did they do?
- Can we learn from this?
- Submit an EXCELLENCE REPORT now!

ANY member of staff can submit an Excellence report

We can ALL learn from good practice & when things go well

## Dream

- There is demand for Excellence Reporting on Southmead CDS
- Most staff enjoy coming to work, but we need to sustain and develop this attitude across all staff groups.
- The introduction of Excellence Reporting should be a means of **improving staff morale, resilience and retention** by focussing attention on the many examples of excellent care, and providing individual positive feedback.
- By selecting some of the reports to study in depth, we hope to learn how to **make things go right more often**.
- There may be scope for rolling this project out across the whole North Bristol hospital site.

## Design and Destiny

We launched an electronic Excellence Reporting system in September 2017 in Southmead Central Delivery Suite with an easily accessible tab on the hospital intranet leading to an online form. We have received 7 Excellence Reports to date

Excellence Reporting is being advertised in staff meetings, by email and by posters on the wall. Reports are collated by a core team, and individuals receive a **Certificate of Excellence** for their portfolios. Key themes each month will be shared by the eBulletin newsletter and in staff meetings.