

The impact of LfE on organizational performance in hospitals: an exploratory study.

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Introduction

While anecdotally local responses to the LfE initiative have been overwhelmingly positive, not everyone is convinced that an intervention that builds on strengths instead of weaknesses can improve organizational performance.

In order to understand the impact this intervention we set out to identify not only outcomes, but also the mechanisms of the interventions and relevant contextual factors that impact outcomes.



Figure 1: Spread of LfE

Methods

Data collection was undertaken in 3 stages:

- Systematic literature review (5 studies included)
- Survey for LfE Communities of Practice (47 respondents, 27% response rate)
- Case studies (4 case studies performed)

Narrative data synthesis was performed in three stages (Popay et al., 2006):

- Initial themes based on patterns in factors and processes were identified.
- Relationships between the initial themes and the framework by Lewis were explored
- Iterative update of framework

The initial framework did not contain contextual factors, so we decided to present them as inputs into the interventions, as described in a study by Kneale et al.

Results

The survey showed a widespread implementation of LfE. Additionally our data supported the pathway described in the original framework, but we also identified new elements: contextual factors, progressive insight into the job as a mechanism and increased retention and morale as additional intermediate outcomes.

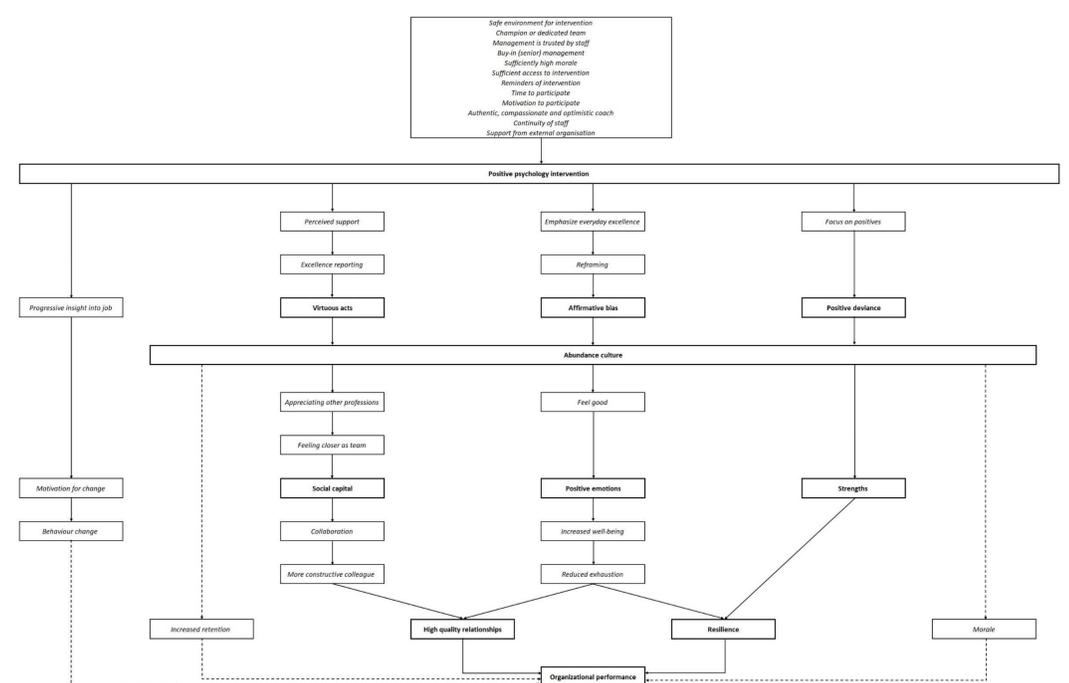


Figure 2: Extended framework after studies

Conclusion

It seems to early to measure impact on organizational performance, however the adapted framework explains how the interventions can impact organizational performance. Additionally, with the help of this expanded framework weak links in the implementation process can be identified and addressed. A next step would be to explore how the learning aspect of the intervention could be supported, particularly regarding spreading individual learning from events to whole departments.