

Staff Wellbeing in the Emergency Department

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Background

Burnout is linked to increased risk of patient safety incidents, poorer quality of care and reduced patient satisfaction.¹

“Trainers and trainees in emergency medicine, and trainees in their second foundation year, reported the highest levels of burnout”²

“A quarter of doctors in training and a fifth of trainers... feel burnt out”²

“Joy in Work (JiW) – or lack thereof – ...impacts individual staff engagement and satisfaction, ...patient experience, quality of care, patient safety, and organizational performance”³

Aim

Understand the barriers to JiW within the ED. Enact change to establish a staff wellbeing culture. Share learning with team, including senior management.

Actions

Emergency Department

- Values-based reflective practice
- Shared learning with senior management
- Run charts of ‘mostly good’ & ‘mostly bad’ days
- Tuck shop – profit recycled into department
- Establish Joy in Work working group
- Cold debriefs

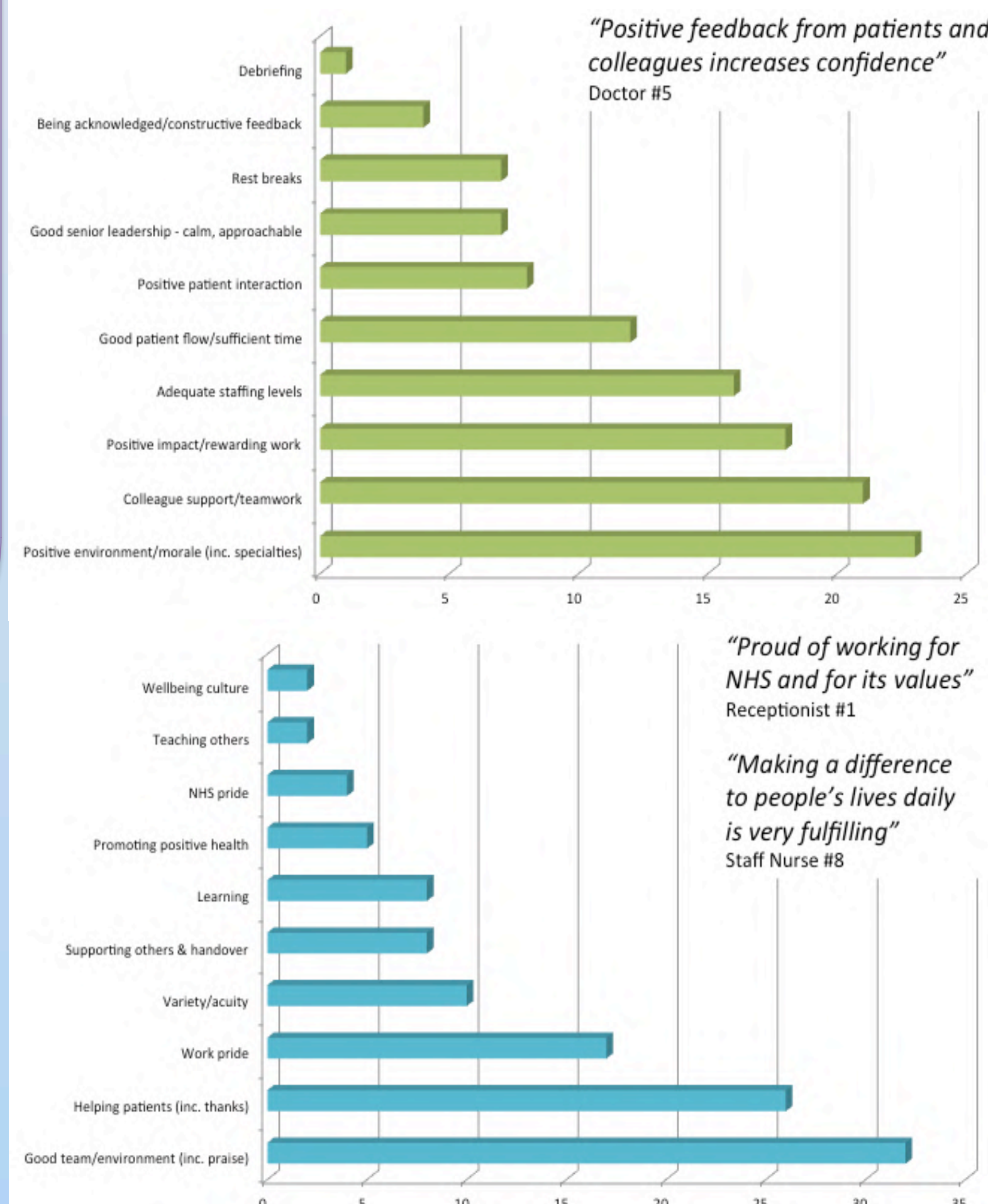
Across the Hospital

- Weekly staff yoga – Mondays 5pm
- Night shift resting policy, post-night shift bungalow
- Medical Education – staff support section
- Supporting Your Colleagues training
- Junior doctors’ mess

Results

What Matters to You Interviews

- 4 key questions in 5 minutes
 - What makes a good day?
 - What gets in the way of a good day?
 - What are the bright spots?
 - What are the pebbles in your shoes?
- Interviewers: spiritual care department
- Responders: ED staff
- Dates: January – February 2019



Role	Number of interviews
Nurse	19
Non-consultant doctor	8
Student nurse	5
HCSW	5
Consultant	4
Receptionist	3
Domestic	2
Volunteer	1
Liaison Psychiatry	1
Total	48

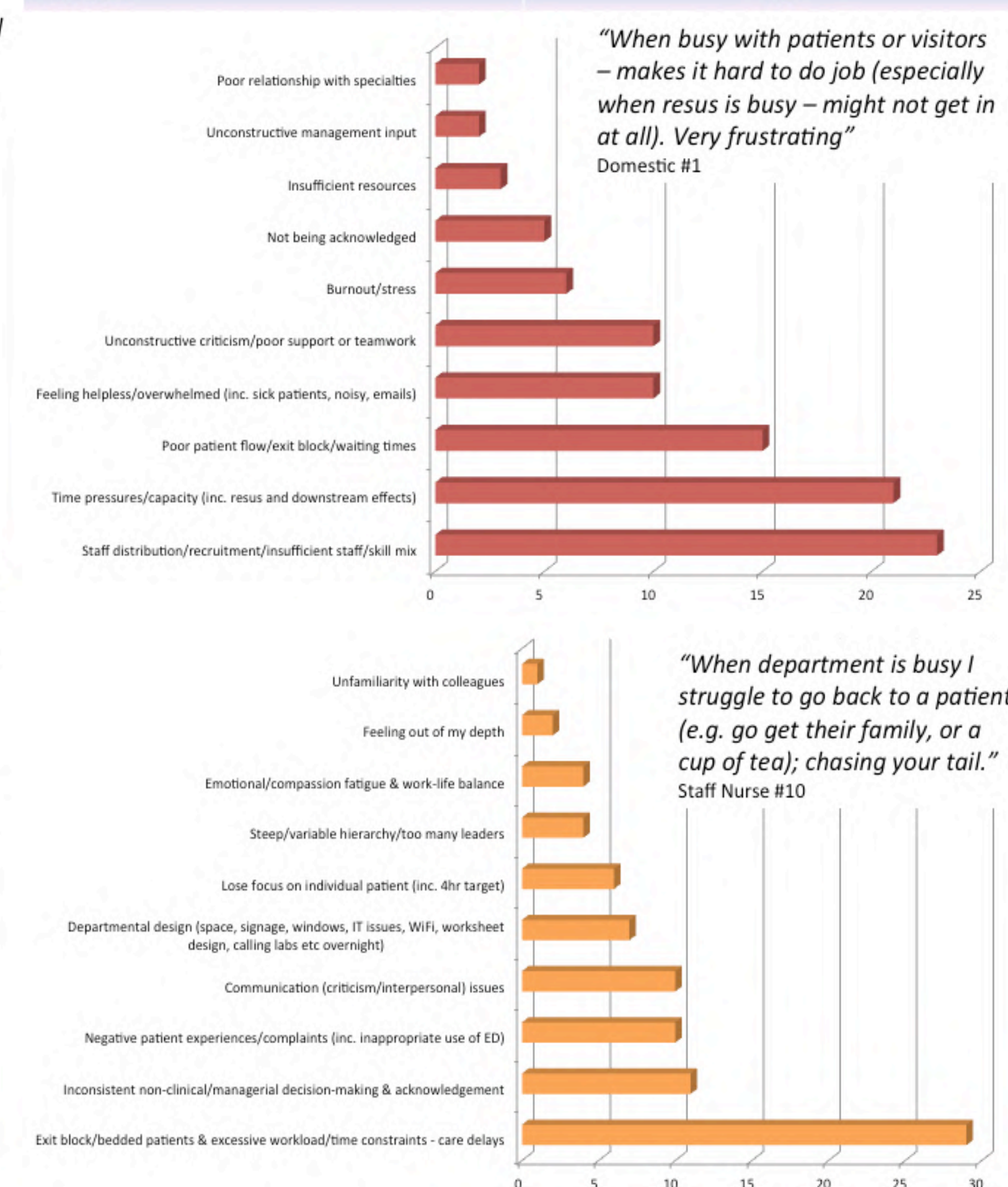


Fig 2. What Matters to You Interview Results – 2019

AbsenceReason Description	Job Family							Grand Total	Rank
	ADMIN SERVICES & MANAGERS	ALLIED HEALTH PROFESSIONS	HEALTHCARE SCIENCES	MEDICAL AND DENTAL	NURSING / MIDWIFERY	NURSING / MIDWIFERY (UNQUALIFIED)	SUPPORT SERVICES		
Anxiety/stress/depression/other psychiatric illnesses	196.50	120.00	60.00		2267.00	1050.85		3694.35	1
Back problems	161.50			30.00	258.30	231.75		681.55	
Benign and malignant tumours, cancers						96.00		96.00	
Blood disorders					34.50			34.50	
Chest & respiratory problems	48.50				56.34	371.75		476.59	
Cold, cough, flu - influenza	37.50	112.50			96.00	361.00		607.00	
Dental & oral problems					30.00	27.00		57.00	
Ear, nose, throat (ENT)					80.55	128.50		209.05	
Endocrine/glandular problems					165.00			165.00	
Eye problems	100.00		15.00		185.25			300.25	
Gastro-intestinal problems	398.00	20.00	35.00		588.90	379.25		1421.15	3
Gastro-intestinal & gynaecological disorders - exclude pregnancy related disorders					274.00	124.00		404.75	
Headache/migraine	130.75	5.25	4.00		30.50	88.05		258.55	
Heart, cardiac & circulatory problems					176.50	185.00	159.00	520.50	
Infectious diseases					63.00	80.50		143.50	
Injury, fracture	22.50	228.00			476.50	260.50		987.50	4
Nervous system disorders - exclude headache, migraine					138.00			138.00	
Other known causes - not otherwise classified				12.00	624.00	247.50	26.00	909.50	5
Other musculoskeletal problems	63.00			80.00	543.25	832.15		1518.40	2
Pregnancy-related disorders					335.50			335.50	
Skin disorders					179.00	45.00		224.00	
Unknown causes/not specified					241.00	99.00		358.00	
Grand Total	1158.25	492.50	208.00	48.00	6843.09	4607.80	185.00	13540.84	

Fig 3. Staff absence/sickness rates – September 2018

67 responses (56% response rate)

25% scored PHQ >9 for depression

19% at risk of post-traumatic stress disorder

33% have ongoing symptoms months/years after an event at work

54% have witnessed assault at work

100% said they would find a support system useful or very useful

84% said they would find hot debrief useful or very useful

Others said cold debrief & awareness of moral injury would be useful

Fig 4. ED staff work-related stress & anxiety survey – September 2018

References

- Panagioti M et al. Association Between Physician Burnout and Patient Safety, Professionalism, and Patient Satisfaction: A Systematic Review and Meta-analysis. *JAMA Intern Med* 2018; 178(10): 1313-1330.
- General Medical Council (GMC). *Training environments 2018: Key findings from the national training surveys*. GMC, 2018. (Available at gmc-uk.org)
- Perlo J et al. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, Massachusetts; Institute for Healthcare Improvement; 2017. (Available at ihi.org)



Fig 1. Left Luggage, We Are Listening & Tree of Positivity – ED Seminar Room