



Caring for the carer: What promotes resilience and well-being in ambulance personnel?

**Ambulance Leadership Forum
21st May 2013**

Basic principle

- “There are close links between the environment and people’s health. A high quality environment enables people to live longer in good health.” (Environment Agency)
- Applies to physical and psychological health



Health and well-being

- “Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity” (World Health Organization)
- Well-being has multiple dimensions
- Affect a key component



Resilience

- Resourceful
- Flexible
- Coping with adversity and difficult circumstances
- Emotional stamina
- Problem solving skills
- Counters stress reactions

Applies to individuals and teams / groups



Focus

- What promotes – or damages - well-being and resilience in ambulance workers?
- Evidence base
- Two Trust-based well-being audits (454 and 633 participants)
- National project focusing on hazardous situations (e.g. HART, MTFA) (486 participants)

Well-Being Audits

Consistent Findings



Positive Work Experience

Job Satisfaction, Organisational Commitment, Engagement

PROMOTED BY	THREATENED BY
Valued recognition	Negative colleague relations
Supportive manager behaviour	Unsupportive manager behaviour
Autonomy and control	Work-related violence
Positive team cohesion	Work overload

Absence / Quit

Self/Medically Certified, Intentions To Quit

REDUCED BY	INCREASED WITH
Supportive manager behaviour	Lack of Control
Valued recognition	Organisational Disharmony
Autonomy and control	Negative Colleague Relations
Positive team cohesion	Work-Related Violence
	Unsupportive manager behaviour

Stress and Burnout

Tense, Nervous, Anxious, Depressed, Frustration, Exhaustion, Withdrawal

REDUCED BY	INCREASED WITH
Supportive manager behaviour	Lack of Control
Valued recognition	Organisational Disharmony
Positive team cohesion	Negative Colleague Relations
	Work-Related Violence
	Unsupportive manager behaviour

Hazardous Situations Sample

Longitudinal Results



Manager Behaviour Predicted

- Physical health symptoms
- Burnout
- Job satisfaction
- Work engagement



Individual Capability Predicted

- Physical health symptoms
- Burnout
- Job satisfaction
- Work engagement



Collective Capability Predicted

- Physical health symptoms
- PTSD symptoms
- Burnout
- Job satisfaction
- Work engagement



Resilience

Predicted:

- Physical health
- PTSD symptoms
- Burnout
- Job satisfaction
- Work engagement

Predicted by:

- Perceived organisational support
- Supportive manager behaviour
- Team and Unit cohesion
- Individual and collective capability
- Skill maintenance



Conclusion and Actions

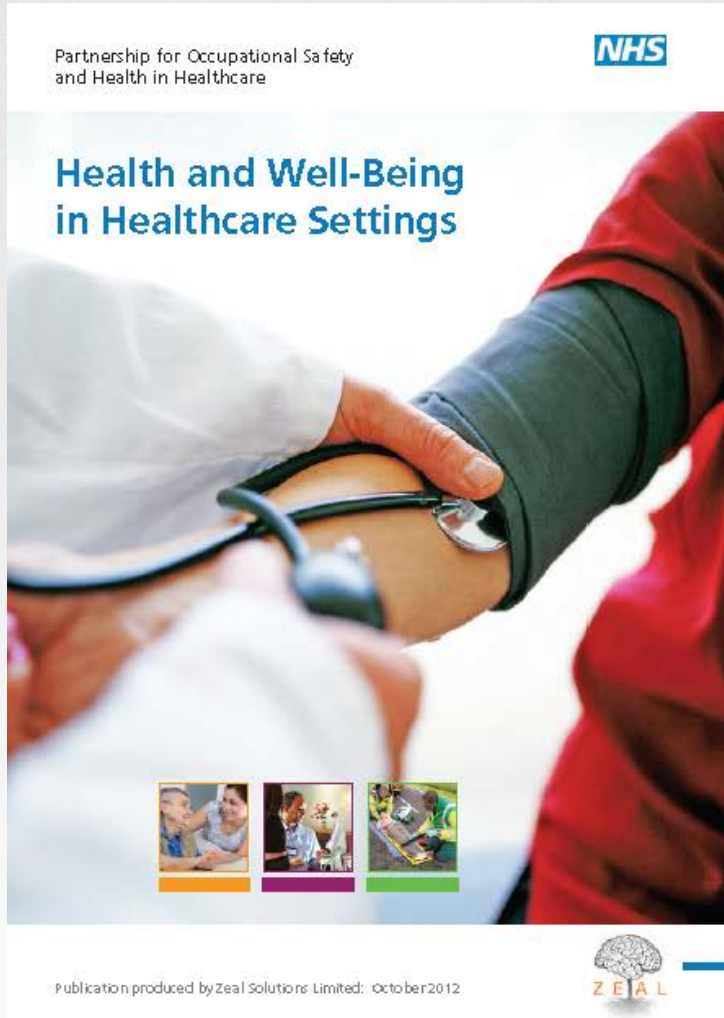
- Psychosocial work environment critical to health
- Focus on organisations as well as individuals needed
- Bespoke organisational risk assessments
- Manager behaviour training
- Effective training and evaluation
- Vehicles for listening to and harnessing staff knowledge, expertise and skill
- Mapping and influencing organisational culture (levers of change)

Scenario Based Training

- To increase awareness and importance of everyday manager behaviour
- To allow managers to reflect on their own manager behaviour
 - To see/consider how supportive manager behaviour manifests/applies in specific situations
 - To reinforce supportive behaviour
 - To look for opportunities to demonstrate supportive manager behaviour
- To allow managers to develop a plan to action supportive behaviour in their own work situations



Research report



http://www.nhsemployers.org/SiteCollectionDocuments/NHSE_POSHH_HWB_V3_November2012.pdf

Thank You

For further information please contact:
tony@zealsolutions.co.uk

