

A group of healthcare professionals, including doctors and nurses, are gathered around a table in a meeting room. They are looking at a laptop screen and discussing it. The scene is dimly lit, with a whiteboard visible in the background.

**The business case
for investing in staff
engagement**



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The links between staff experience and customer experience are well established. Put simply, happier staff equals happier customers and that's good for both staff and customer retention.

In healthcare, there is an added factor, which is that staff who feel well looked after are more likely to take extra care in looking after patients. That means better health outcomes, and fewer problems with issues such as healthcare-related infections or unplanned readmissions.

In this paper we review some of the benefits organisations can realise through improving staff engagement, on which the business case for investment in this critical area can be built.

Starting with the why

Customers who report a great experience will nearly always be able to point to at least one personal interaction with an engaged, enthusiastic or effective employee. In commercial settings a highly engaged workforce can bring competitive advantage by achieving strong customer loyalty.

Employee loyalty is also as important. The concept of a 'job for life' is obsolete. Instead, people want choice. They want a meaningful job where they can make a difference. They want to develop their knowledge and skills. Many want a work-life balance that allows them time for family and communities. Companies that can attract and retain staff by meeting these needs can also gain competitive advantage.

These dynamics apply to healthcare as well as every other industry. However, with often low levels of remuneration for care workers, even if staff see caring as a vocation it is critical to meet these wider needs if they are to be loyal, productive and fulfilled by their job.

Other factors that are specific to healthcare and that make it critical to achieve good staff engagement include:

- 1. The growing body of evidence that links staff wellbeing and engagement to patients' experiences and health outcomes.**
- 2. Shortages of care workers creating huge pressures, potentially leading to burnout and unsafe practice. Making up the numbers with agency staff is no panacea. It's not only expensive, there is evidence that greater use of agency staff leads to worse patient outcomes.**

Working with Cemplicity

When Cemplicity starts work with new clients, our first question is 'what are your goals?'. We want to set clear performance metrics, establish our starting position and measure progress over the life of our programmes.

Here are some of the proven benefits derived from improving your people's engagement in their work. By quantifying the impact of improvements with these metrics, you can build a compelling business case for investment in staff engagement programmes.



BUSINESS PERFORMANCE

- 1. Reduced absenteeism.**
- 2. Improved staff retention.**
- 3. Improved customer experience.**
- 4. Improved customer loyalty, with stronger referral, more repeat business and increased spend.**



PATIENT SAFETY AND HEALTH OUTCOMES

- 5. Fewer patient deaths.**
- 6. Fewer healthcare related infections.**
- 7. Fewer medical mistakes.**
- 8. Fewer unplanned readmissions.**
- 9. Better adherence to medicine regimes.**



STAFF OUTCOMES

- 10. Safer working environment.**
- 11. Better physical and mental wellbeing.**

With the outlook of staff shortages, increasing demand for health services and high levels of reported burn out, there has never been a stronger case for creating a safe, stimulating and rewarding work environment for staff.

This is the right thing to do for your employees - and for your patients given the evidence supporting the relationship between engaged staff and excellent patient outcomes.

Cemplicity's expertise is in how to monitor staff engagement, achieving high staff participation in your feedback mechanism, with low administrative burden. We work with you to set clear goals and measure progress, focusing on the things that will make the greatest difference to employees and your company performance.

Further reading

- Sizmur, S. and Raleigh, V. 2018. The risks to care quality and staff wellbeing of an NHS system under pressure. The Kings Fund and Picker Institute Europe.
- NHS England, 2018. Links between NHS staff experience and patient satisfaction: Analysis of surveys from 2014 and 2015.
- Doyle, C. et al., 2013. A systematic review of evidence on the links between patient experience and clinical safety and effectiveness. BMJ Open.
- West, M. and Dawson, J. 2012. Employee Engagement and NHS Performance. Commissioned by The Kings Fund.

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