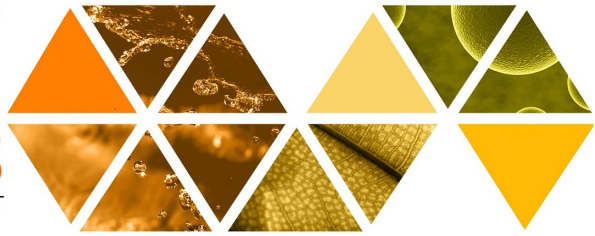




Australian Government
Australian Research Council

EI
2018
ENGAGEMENT
AND IMPACT



Engagement and Impact 2018

Southern Cross University

SCU15 (SS) - Impact

Overview

Title

(Title of the impact study)

Adding value to health and social welfare organisations: Upskilling team managers, supporting new employees and enhancing employee well-being for improved safety practices and staff retention

Unit of Assessment

15 - Commerce, Management, Tourism and Services

Additional FoR codes

(Identify up to two additional two-digit FoRs that relate to the overall content of the impact study.)

11 - Medical and Health Sciences

16 - Studies in Human Society

Socio-Economic Objective (SEO) Codes

(Choose from the list of two-digit SEO codes that are relevant to the impact study.)

92 - Health

97 - Expanding Knowledge

Australian and New Zealand Standard Industrial Classification (ANZSIC) Codes

(Choose from the list of two-digit ANZSIC codes that are relevant to the impact study.)

69 - Professional, Scientific and Technical Services (Except Computer System Design and Related Services)

75 - Public Administration

84 - Hospitals

Keywords

(List up to 10 keywords related to the impact described in Part A.)

Supervisor-subordinate relationships

Employee's discretionary power

Employee's engagement

Employee's wellbeing

Employee's turnover

Employee's Psychological Capital

Employee's affective commitment

Employee's stress

Organisational culture

Professionals and emotional labour

Sensitivities

Commercially sensitive

No

Culturally sensitive

No

Sensitivities description

(Please describe any sensitivities in relation to the impact study that need to be considered, including any particular instructions for ARC staff or assessors, or for the impact study to be made publicly available after EI 2018.)

Aboriginal and Torres Strait Islander research flag

(Is this impact study associated with Aboriginal and Torres Strait Islander content?)

NOTE - institutions may identify impact studies where the impact, associated research and/or approach to impact relates to Aboriginal and Torres Strait Islander peoples, nations, communities, language, place, culture and knowledges and/or is undertaken with Aboriginal and Torres Strait Islander peoples, nations, and/or communities.)

No

Science and Research Priorities

(Does this impact study fall within one or more of the Science and Research Priorities?)

No

Impact

Summary of the impact

(Briefly describe the specific impact in simple, clear English. This will enable the general community to understand the impact of the research.)

Over the past 16 years there has been a nursing shortage in the Australian health system and this trend is expected to continue. Workforce retention is a key factor in overcoming this problem. Southern Cross University (SCU) worked with a global health care provider to improve nurse retention. As a result, their Australian hospitals implemented successful programs to develop unit managers and support newly-graduated nurses. Staff retention improved dramatically. Workers compensation claims due to work-related stress (WRS) are costly for employees and employers. Health workers who provide front-line, emotional labour are at high risk of WRS. In response SCU developed emotional resilience training that was effective in improving safety practices in a social welfare organisation.

Beneficiaries

(List up to 10 beneficiaries related to the impact study)

Professional employees

First-response employees

Administrative employees

Other emotional labour

Organisations

Australia as a whole

Countries in which the impact occurred

(Search the list of countries and add as many as relate to the location of the impact)

Australia

United States of America

Details of the impact

(Provide a narrative that clearly outlines the research impact. The narrative should explain the relationship between the associated research and the impact. It should also identify the contribution the research has made beyond academia, including:

- who or what has benefitted from the results of the research (this should identify relevant research end-users, or beneficiaries from industry, the community, government, wider public etc.)

- the nature or type of impact and how the research made a social, economic, cultural, and/or environmental impact
- the extent of the impact (with specific references to appropriate evidence, such as cost-benefit-analysis, quantity of those affected, reported benefits etc.)
- the dates and time period in which the impact occurred.

NOTE - the narrative must describe only impact that has occurred within the reference period, and must not make aspirational claims.)

By 2002 Australia was facing an acute nursing shortage attributable to population health trends. Despite Australian Government interventions, long-term projections for nursing shortages had not reversed by 2011 when Health Workforce 2025 – Doctors, Nurses and Midwives was released. This report projected a shortfall of 109,000 nurses by 2025, noting that workforce retention could reduce this expected shortage by 77%. Australia's Future Health Workforce – Nurses 2014 also highlighted retention of early career nurses as a key issue.

Ramsay Health Care (RHC) is among the top five private health providers in the world. By 2016 its 60,000 staff cared for three million patients in 238 facilities across six countries. Prof Yvonne Brunetto (YB) worked with RHC on two projects to improve nurse retention. She brought the fresh lens of Homan's Social Exchange Theory (SET) to bear on RHC's practices (2007-09). Her survey of nurses (Qld, NSW, Vic) found slight satisfaction with supervisor-subordinate relationships which, in turn, impacted morale and commitment.

Working closely with RHC's Global Director People and Culture, YB demonstrated how front-line managers were the key to nurse satisfaction and staff retention. In response, Ramsay Training Institute rolled out an innovative Manager Development Program (MDP) in 2009. The pilot was so effective that the MDP became compulsory for all supervisors. RHC also developed Gradplus, a structured program to improve retention of newly-graduated nurses. It was highly successful. For example, in 2010 RHC's new-employee retention (1st year of employment) was 56% while Gradplus participants had a retention rate of 94%. YB's research also prompted RHC to take the successful 2010 Tomorrow Starts Today roadshow across Australia to 500 team managers. The CEO participated, speaking passionately about the importance of effective leadership at a unit level for workforce sustainability.

From 2010-12 YB undertook a second RHC project. Her survey of nurses (Qld, NSW, Vic, WA) showed that good supervisor-subordinate relationships, high perceived organisational support and satisfaction with teamwork resulted in employee well-being, engagement and subsequent organisational commitment and staff retention.

YB continued to work with RHC on successful strategies to enhance nurses' well-being and lower employee turnover. Programs were introduced to tackle work harassment and bullying and in 2011 RHC launched the highly-effective Onboardplus to increase retention of all new employees. Staff turnover reduced from 16% to 9% (2011-14). RHC's 2014 staff survey showed improvements in overall satisfaction and in 2012 RHC won an Australian Human Resources Institute Award.

YB's 2013-15 RHC research was framed by SET and Luthan's Psychological Capital (PsyCap) construct which explains individual motivation as flowing from hope, resilience, optimism and efficacy. A staff survey showed that positive supervisor-subordinate relationships enhanced nurses' PsyCap, which led to improved in-role safety performance. YB provided novel information to support RHC's safety program, demonstrating that enhancing supervisor-subordinate relationships and training to build nurses' PsyCap were highly-effective approaches.

YB's three RHC projects delivered social benefits to nurses and RHC. Australia as a whole also benefitted through positive workplace cultures and safer hospitals. YB also delivered economic benefit to RHC which, with her guidance, significantly lowered its staff turnover. (Research by Duffield et al. (see refs) identified a US\$48,790 average cost for each nurse who voluntarily left the 11 NSW, WA and ACT hospitals surveyed in 2014.)

Work-related mental disorders are a major concern in Australian workplaces (Work-related Mental Disorders Profile 2015). Between 2009-13 an average of \$432m/year was paid out in workers' compensation claims attributed to work-related stress (WRS). Most at risk occupations were those with high personal interaction performed in difficult and challenging circumstances (i.e. front-line, high emotional labour). Health and welfare support workers are a high-risk occupation with five times more claims than the average of all occupations.

From 2015-16 YB provided advice to Wesley Mission Qld (WMQ) on enhancing well-being, autonomy and lowering WRS. Using SET and PsyCap (which can buffer negative consequences of occupational stress), YB surveyed staff and delivered tailored emotional resilience training for aged care workers, drug and alcohol officers, nurses, managers, physiotherapists, occupational therapists and disability carers. Data gathered pre and post-training showed significant improvement in PsyCap, emotional intelligence and safety practices. Training such as this which upskilled WMQ's employees is a cost-effective way to reduce safety breaches and workers'

compensation claims. YB's work provided social and economic benefit to WMQ and Australia as a whole.

In 2012 YB worked with TriHealth Inc (TH) Cincinnati. Her staff survey led to employment of a training coordinator and integration of her findings on engagement, well-being and organisational commitment into training programs. TH has been ranked nationally among the 100 Best Companies (Working Mother 2011-15), Best Employers for Workers Over 50 (AARP 2014) and 150 great places to work in healthcare (Becker's Healthcare 2015/16). TH was also ranked as the best non-profit employer in the USA (National Association for Female Executives 2014) and in the top five Medium Size Health System employers (Truven Health Analytics 2016).

YB's research delivered social benefits to health workers, organisations and Australia. She proposed research-informed solutions to improve work practices, staff satisfaction, nurse retention and in-role safety. She also delivered economic benefits to health organisations and Australia by improving health workforce retention and lowering workers' compensation claims.

Associated research

(Briefly describe the research that led to the impact presented for the UoA. The research must meet the definition of research in Section 1.9 of the EI 2018 Submission Guidelines. The description should include details of:

- what was researched
- when the research occurred
- who conducted the research and what is the association with the institution)

World-first benchmarking of nurses: Australian public/private; Public/private in Australia/UK; Private in Australia/US; Public/private in Australia/Italy (SCU led projects/wrote papers)

2007-09 Australian private/public - Impact of supervisor-subordinate relationships on commitment - 900 RHC private hosps (Qld/NSW/Vic); 164 Qld public hosps

2010-2012 Public/private in Australia/UK – supervisor relationships, teamwork, role ambiguity, discretionary power - 1064 from 2 public/6 private (RHC) hosps (Qld/NSW/Vic/WA); 725 from 3 public/15 private hosps UK

Both projects: Brunetto (SCU)/Farr-Wharton (USC)/Shacklock (GU) - SCU 65% contribution; 1st Bartram/Leggat (both LTU)/Stanton (VU)/Casimir (UN)/Teo (AUT); 2nd Robson (U Roehampton)

2012 Private in Australia/US - impact of workplace relationships on engagement, wellbeing, commitment, turnover - 510 from 5 RHC hosps Australia/718 from 2 US hosps

Brunetto/Shacklock/Farr-Wharton/Shriberg/Newman (Xavier U/TriHealth, both Cincinnati)/Dienger (U Cincinnati)/Xerri (SCU) SCU 85%

2010-15 Public/private in Australia/Italy – work harassment – 510 from 5 RHC hosps/250 from 5 public hosps (Australia); 535 from 4 public/292 from 2 private hosps (Italy) Brunetto/Xerri/Farr-Wharton/Shacklock/Trincheri/Borgonovi (both Università Bocconi) SCU 65%

2013-15 Managerial Support, psychological capital, intention to quit - 242 from 6 RHC hosps (NSW/Qld) Brunetto/Rodwell (SUT)/Farr-Wharton/Shacklock/Farr-Wharton (UTS)/Demir (self-emp) SCU 70%.

FoR of associated research

(Up to three two-digit FoRs that best describe the associated research)

15 - Commerce, Management, Tourism and Services

11 - Medical and Health Sciences

16 - Studies in Human Society

References (up to 10 references, 350 characters per reference)

(This section should include a list of up to 10 of the most relevant research outputs associated with the impact)

Brunetto, Y., Farr-Wharton, R. and Shacklock, K. (2010) The Impact of Supervisor-Subordinate Relationships on Public and Private Sector Nurses' Commitment. *Human Resource Management Journal*. 20(2) 206-225.

Farr-Wharton, R., Brunetto, Y. and Shacklock, K. (2011) Professionals' supervisor-subordinate relationships, autonomy and commitment: A leader-member exchange theory perspective. *International Journal of Human Resource Management*. 22(17) 3496-3512.

Brunetto, Y, Shacklock, K., Bartram, T, Leggat, S, Farr-Wharton, R, Stanton, P. & Casimir, G. (2011) Comparing the impact of leader-member exchange, psychological empowerment and affective commitment of Australian public and private sector nurses: the implications for retention. *International Journal of Human Resource Management*. 23(11) 2238-2255.

Brunetto, Y., Farr-Wharton, R., Shacklock, K. and Robson, F. (2012) Supervisor Relationships, Teamwork, Role Ambiguity and Discretionary Power: Nurses in Australia and the UK. Special Issue on Contemporary Challenges for Public Sector Human Resource Management in *International Journal of Public Administration*. 35(8) 532-543.

Brunetto, Y., Xerri, M., Shriberg, A., Farr-Wharton, R., Shacklock, K., Newman, S. and Dienger, J. (2013) The Impact of Workplace relationships on engagement, wellbeing, commitment and turnover for nurses in Australia and the USA. *Journal of Advanced Nursing*. 69(12) 2786-2799.

Brunetto, Y., Shacklock, K., Teo, S. and Farr-Wharton, R. (2014) The impact of management on the engagement and wellbeing of high emotional labour employees. *International Journal of Human Resource Management*. 25(17) 2345-2363.

Duffield, C.M., Roche, M.A., Homer, C., Buchan, J. and Dimitrelis, S. (2014) A comparative review of nurse turnover rates and costs across countries. *Journal of Advanced Nursing*. 70(12) 2703-2712. doi: 10.1111/jan.12483.

Brunetto, Y., Xerri, M., Trincherro, E., Farr-Wharton, R., Shacklock, K. and Borgonovi, E. (2015) Public-Private Sector Comparisons of Nurses' Work Harassment Using SET: Italy and Australia. *Public Management Review*. 18(10) 1479-1503. POI: 10.1080/14719037.2015.11144136.

Brunetto, Y., Xerri, M., Farr-Wharton, B., Shacklock, K., Farr-Wharton, R. and Trincherro, E. (2016) Nurse safety outcomes: Old problem, new solution - the differentiating roles of nurses' psychological capital and managerial support. *Journal of Advanced Nursing*. 72(11), 2794-2805. doi: 10.1111/jan.13036.

Brunetto, Y., Rodwell, J., Shacklock, K., Farr-Wharton, R. and Demir, D. (2016) The impact of individual and organizational resources on nurse outcomes and intent to quit. *Journal of Advanced Nursing*. 72(12) 3093-3103 doi: 10.1111/jan.13081.

Additional impact indicator information

Additional impact indicator information

(Provide information about any indicators not captured above that are relevant to the impact study, for example return on investment, jobs created, improvements in quality of life years (QALYs). Additional indicators should be quantitative in nature and include:

- name of indicator (100 characters)*
- data for indicator (200 characters)*
- brief description of indicator and how it is calculated (300 characters.)*