

## Why run Schwartz Rounds?

### What are Schwartz Rounds?

Schwartz Rounds are a multidisciplinary forum designed for staff to come together once a month to discuss and reflect on the non-clinical aspects of caring for patients - that is, the emotional and social challenges associated with their jobs. Attending Rounds can be experienced as both supportive and transformative and staff attending Rounds report (Lown & Manning, 2010) (Goodrich, 2012):

- decreased feelings of stress and isolation
- improved team work and interdisciplinary communication
- increased insight into social and emotional aspects of patient care and confidence to deal with non-clinical issues relating to patients
- changes in departmental or organisation wide practices as a result of insights that have arisen from discussions in Rounds.

### Why is it important to help reduce stress and improve communication?

The [2015 NHS Staff Survey](#) reported that 37% of NHS staff during the last 12 months had felt unwell as a result of work related stress and 25% said that they had experienced bullying, harassment or abuse from either their line manager or other colleagues. Communication continues to be a concern with only 31% reporting good communication between senior management and staff. [The Francis Enquiry](#) identified poor communication within teams, and between staff at all levels of the organisation, as being a contributory factor in allowing poor episodes of care to continue unchecked.

### How does an organisation benefit from running Rounds?

Links between patient and staff experience are increasingly clearly articulated (Maben, J 2012). Evidence suggests that if staff are positive about the care they are offering and feel that they are supported in providing that care, this is beneficial for them, the patients, and the organisation as a whole; staff wellbeing is the antecedent to patients' wellbeing.

The Boorman Report (Boorman S, 2009) demonstrates clear linkages between staff health and wellbeing and the levels and quality of both patient care and patient satisfaction. The report sets out the case for change and the benefits that will accrue to staff and NHS organisations from effective investment in staff health and well-being. It argues that improving staff health and well-being is not only the right thing for NHS Trusts to do as exemplary employers, but that investment in such services can bring financial and performance benefits.

### Is there a cost benefit argument that can be put forward for running Rounds?

#### i. Absenteeism

It is [estimated](#) that the median cost of sickness absence to each NHS organisation is £3.3 million annually. Improving staff well-being leads to reductions in sickness and absence, in the use of bank and agency staff and in the costs associated with recruitment and induction (The Work Foundation, 2009). The difference in absenteeism rates between an average and good trust with regard to health and wellbeing measures is approximately 0.4%, which equates to an estimated cost of £350,590 for an average sized trust.

#### ii. Staff turnover rates

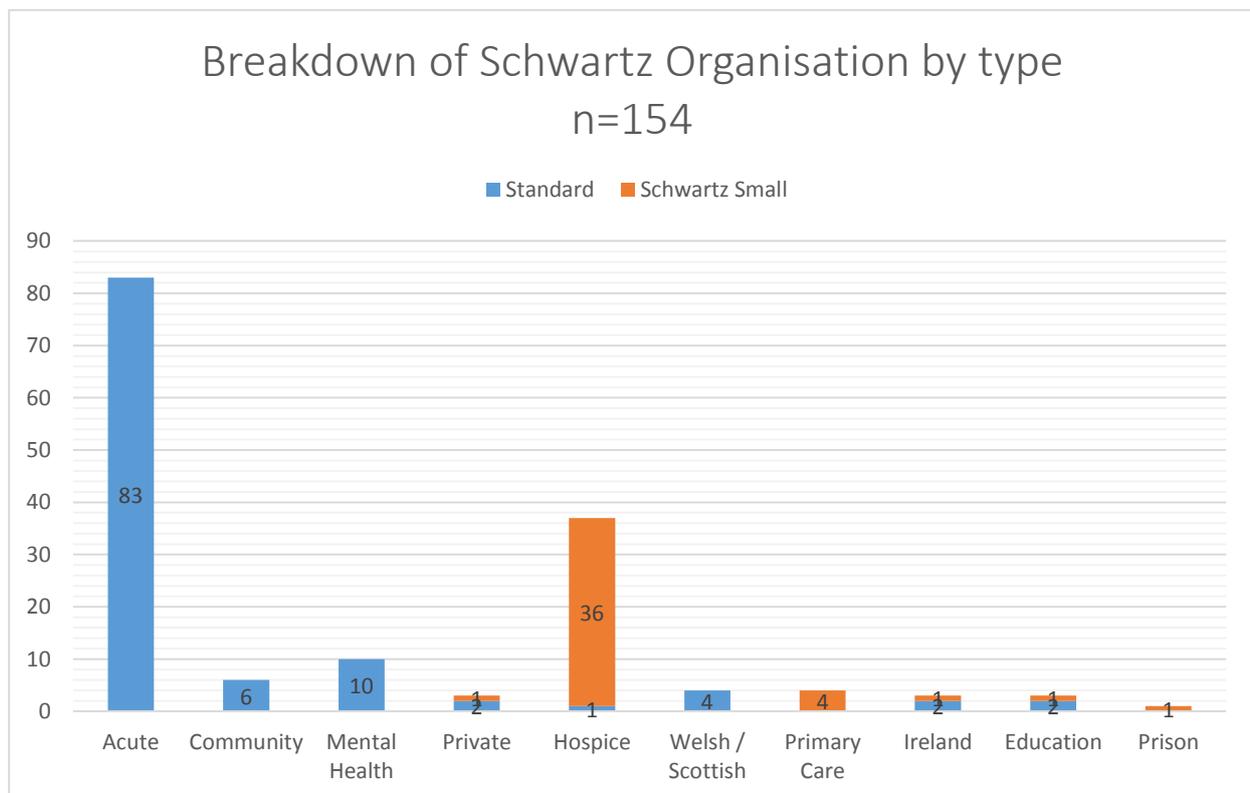
Organisations known to be committed to improving staff experience are better able to recruit and retain staff and consequently benefit from cost savings in relation to improved productivity (MIND, 2011). Staff intention to leave the organisation are a proxy measure of psychological wellbeing and are significantly related to both actual turnover levels and the proportion of overall staff costs spent on agency staff (The Work Foundation, 2009).

The costs of staff turnover in terms of replacement have been variously [reported](#) to be anything between 37% - 114% of annual employee salary.

### iii. Patient satisfaction and complaints

West et al (2002) show how, in organisations which score more highly for staff engagement, not only are staff less likely to be planning to leave but patient satisfaction is higher. Staff attending Schwartz Rounds report an increased confidence in communicating with patients – the impact of which may help reduce complaints from patients and families. Indeed, complaints are costly in terms of time, money and are often related to [communication issues \(10%\) and attitude of staff \(11%\)](#).

### What organisations are currently running Rounds?



### References

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