



Understanding the Staffing Relationship to Quality in care homes: the StaRQ mixed methods study

Karen Spilsbury k.spilsbury@leeds.ac.uk



@SpillersK

Andy Charlwood, Carl Thompson, Kirsty Haunch, Danat Valizade, Reena Devi,
Cornell Jackson, David Aldred, Anthony Arthur, Lucy Brown, Paul Edwards,
Will Fenton, Heather Gage, Matt Glover, David Griffiths, Barbara Hanratty,
Julienne Meyer, Aileen Waton



FUNDED BY

NIHR | National Institute for
Health and Care Research

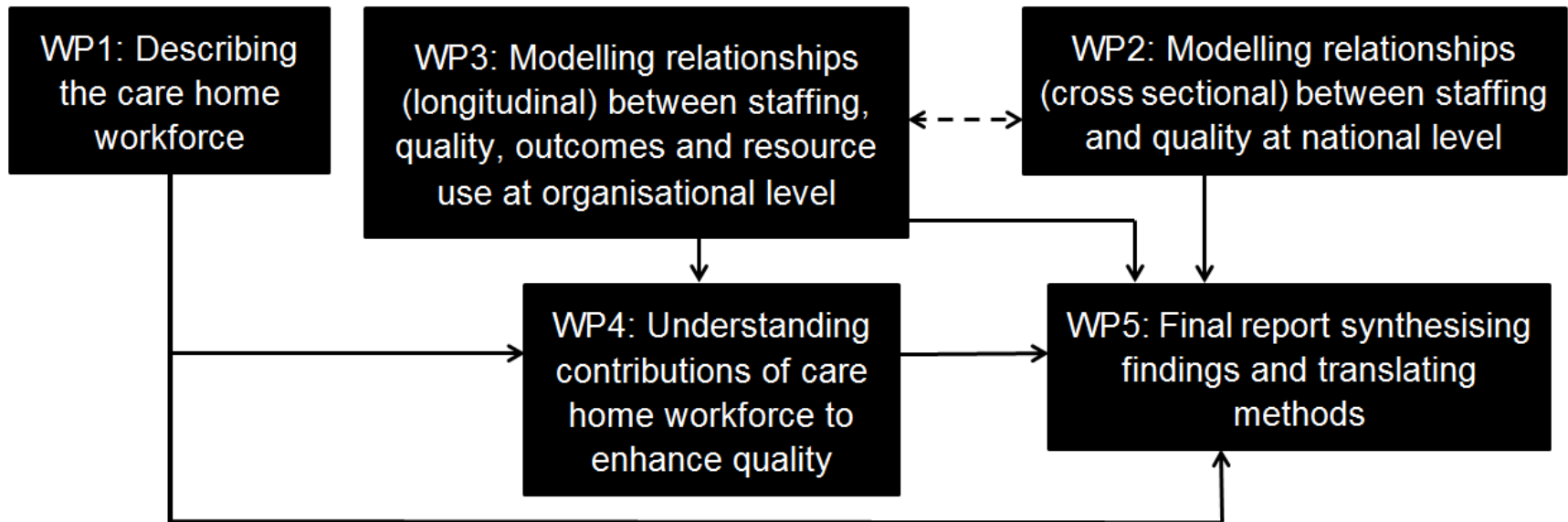
This project was funded by the National Institute for Health and Care Research Health and Social Care Delivery Research programme (NIHR 15/144/29).

The views expressed are those of the authors and not necessarily those of the NIHR or the Department of Health and Social Care.





To examine the relationship between the deployment of the care home workforce (and associated skill mix) and the impact on quality, outcomes and costs



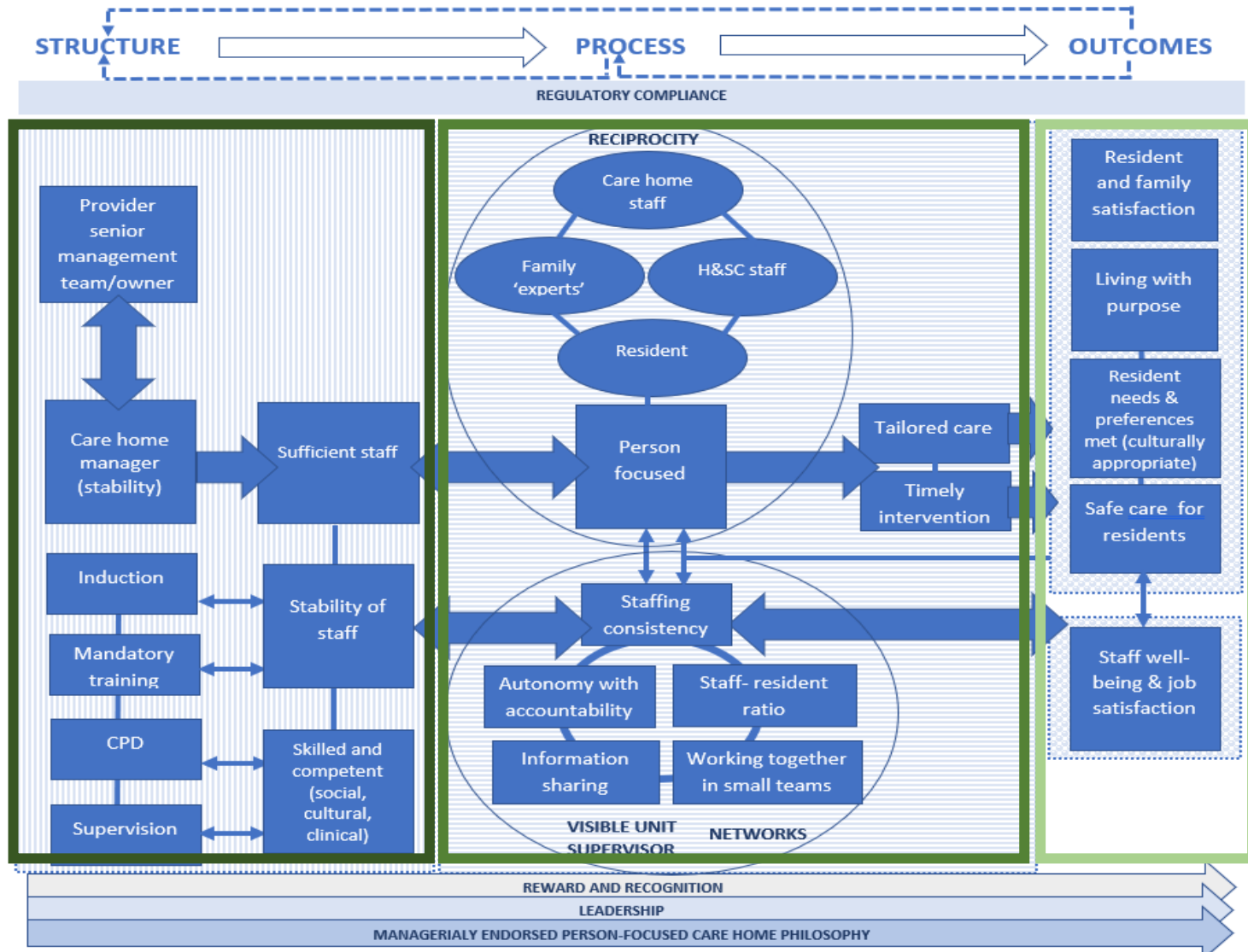
WP1
Two reviews:
(1) Roles & responsibilities
(2) Staff behaviours

WP2
Cross-sectional observational study (NMDS-SC)

WP3
Longitudinal analysis of data from single provider and cost-benefit analysis

WP4
Documentary analysis CQC report

WP5
(1) Social Network Analysis
(2) NoMAD questionnaire



StaRQ contribution



UNIVERSITY OF LEEDS



Outputs



UNIVERSITY OF LEEDS

Understanding the Staffing Relationship to Quality in care homes: the StaRO mixed-methods study

Report submitted to funder for review (14 April 2022)

Karen Spilsbury,^{1*} Andy Charlwood,² Carl Thompson,³ Kirsty Haunch,⁴ Danat Valizade,² Reena Devi,³ Cornell Jackson,¹ David Alldred,⁵ Anthony Arthur,³ Lucy Brown,⁶ Paul Edwards,⁵ Will Fenton,⁶ Heather Gage,⁷ Matt Glover,⁷ David Griffiths,⁶ Barbara Hanratty,⁸ Julienne Meyer,⁹ Aileen Waton¹⁰

¹School of Healthcare, University of Leeds, Leeds, UK

²Leeds University Business School, University of Leeds, Leeds, UK

³School of Health Sciences, University of East Anglia, UK

⁴The Florence Nightingale Foundation, London, UK

⁵Dementia UK, London, UK

⁶Skills for Care, Leeds, UK

⁷School of Biosciences and Medicine, University of Surrey, Surrey, UK

⁸Population Health Sciences Institute, Newcastle University, Newcastle, UK

⁹School of Health Sciences, City University of London, London, UK

¹⁰Bupa UK, Leeds, UK

*Corresponding author: k.spilsbury@leeds.ac.uk

Declared competing interests of authors: Karen Spilsbury is part funded by the National Institute for Health and Care Research Applied Research Collaboration Yorkshire and Humber. Carl Thompson is a member of the National Institute for Health and Care Research Health and Social Care Delivery Research programme. David Alldred is part funded by the

International Journal of Nursing Studies 117 (2021) 103905

Contents lists available at ScienceDirect

International Journal of Nursing Studies

journal homepage: www.elsevier.com/ijns

Understanding the staff behaviours that promote quality for older people living in long term care facilities: A realist review¹

Kirsty Haunch¹, Carl Thompson^{2,3}, Anthony Arthur³, Paul Edwards⁴, Claire Goodman⁴, Barbara Hanratty^{5,6}, Julienne Meyer⁷, Andy Charlwood², Danat Valizade², Ramona Backhaus¹, Hilde Verbeek¹, Jan Hamers¹, Karen Spilsbury^{1,8,9}

¹School of Healthcare, Faculty of Medicine and Health, Baines Wing (Room 2.28), University of Leeds, Leeds LS2 9JT, United Kingdom
²NHS UK Research and Innovation
³School of Health Sciences, University of East Anglia, Norwich, United Kingdom
⁴Demotix UK, London, United Kingdom
⁵Centre for Research in Primary and Community Care, University of Hertfordshire, Hatfield, Hertfordshire, United Kingdom
⁶NHS UK East of England
⁷Population Health Sciences Institute, University of Newcastle, United Kingdom
⁸NHS UK North East and North Central
⁹School of Health Sciences, City, University of London, United Kingdom
¹⁰Department of Health Services Research, CAPRI Care and Public Health Research Institute, Maastricht University, Maastricht, the Netherlands

ARTICLE INFO

Article history:
Received 22 September 2020
Received in revised form 11 February 2021
Accepted 13 February 2021

Keywords:
Long term care facilities
Nursing homes
Care homes
Quality
Staff behaviours
Leadership
Relationships
Realist review

ABSTRACT

Background: Little is known about how the workforce influences quality in long term care facilities for older people. Staff numbers are important but do not fully explain this relationship.
Objectives: To develop theoretical explanations for the relationship between long-term care facility staffing and quality of care as experienced by residents.
Design: A realist evidence synthesis to understand staff behaviours that promote quality of care for older people living in long-term care facilities.
Setting: Long-term residential care facilities
Participants: Long-term care facility staff, residents, and relatives
Methods: The realist review, (i) was co-developed with stakeholders to determine initial programme theories, (ii) systematically searched the evidence to test and develop theoretical propositions, and (iii) validated and refined emergent theory with stakeholder groups.
Results: 66 research papers were included in the review. Three key findings explain the relationship between staffing and quality: (i) quality is influenced by staff behaviours; (ii) behaviours are contingent on relationships nurtured by long-term care facility environment and culture; and (iii) leadership has an important influence on how organisational resources (sufficient staff effectively deployed, with the knowledge, expertise and skills required to meet residents' needs) are used to generate and sustain quality-promoting relationships. Six theoretical propositions explain these findings.
Conclusion: Leaders (at all levels) through their role-modelling behaviours can use organisational resources to endorse and encourage relationships (at all levels) between staff, residents, co-workers and family (relationship centred care) that constitute learning opportunities for staff, and encourage quality as experienced by residents and families.

© 2021 Crown Copyright © 2021 Published by Elsevier Ltd. All rights reserved.

What is already known about the topic?
• Quality is complex, contested and dynamic and can refer to both quality of life and quality of care.

• Whilst 'staffing influences quality' is well established, little is known about the relationship between the long-term care workforce and quality.
• 'More' staff does not necessarily equate to better 'quality': staff numbers do not fully explain this relationship.

¹ This review is registered with the Research Registry (unique identification number: 3962).
² Corresponding author.
³ E-mail address: k.spilsbury@leeds.ac.uk (K. Spilsbury).

<https://doi.org/10.1016/j.ijnurstu.2021.103905>
0020-7489/© 2021 Crown Copyright © 2021 Published by Elsevier Ltd. All rights reserved.

Building a policy and sector-relevant evidence-base of the relationships between care home staffing and quality: developing insights and using novel methodological approaches

Karen Spilsbury,^{1*} Andy Charlwood,² Danat Valizade,² Karen Johnson,² Chris Pearson,⁴ Julie Kerry,⁴ Louise Winton Schreuders,⁵ Heather Gage,⁶ Matt Glover⁶ & Carl Thompson¹

Final report of a study commissioned and funded by the
Policy Research Programme (NIHR201429)

22 July 2022

¹School of Healthcare, University of Leeds

²Leeds University Business School, University of Leeds

³Formerly at HC-One

⁴HC-One

⁵Formerly Leeds University Business School, University of Leeds

⁶School of Biosciences and Medicine, University of Surrey

*Corresponding author. Email k.spilsbury@leeds.ac.uk

Karen Spilsbury k.spilsbury@leeds.ac.uk



@SpillersK