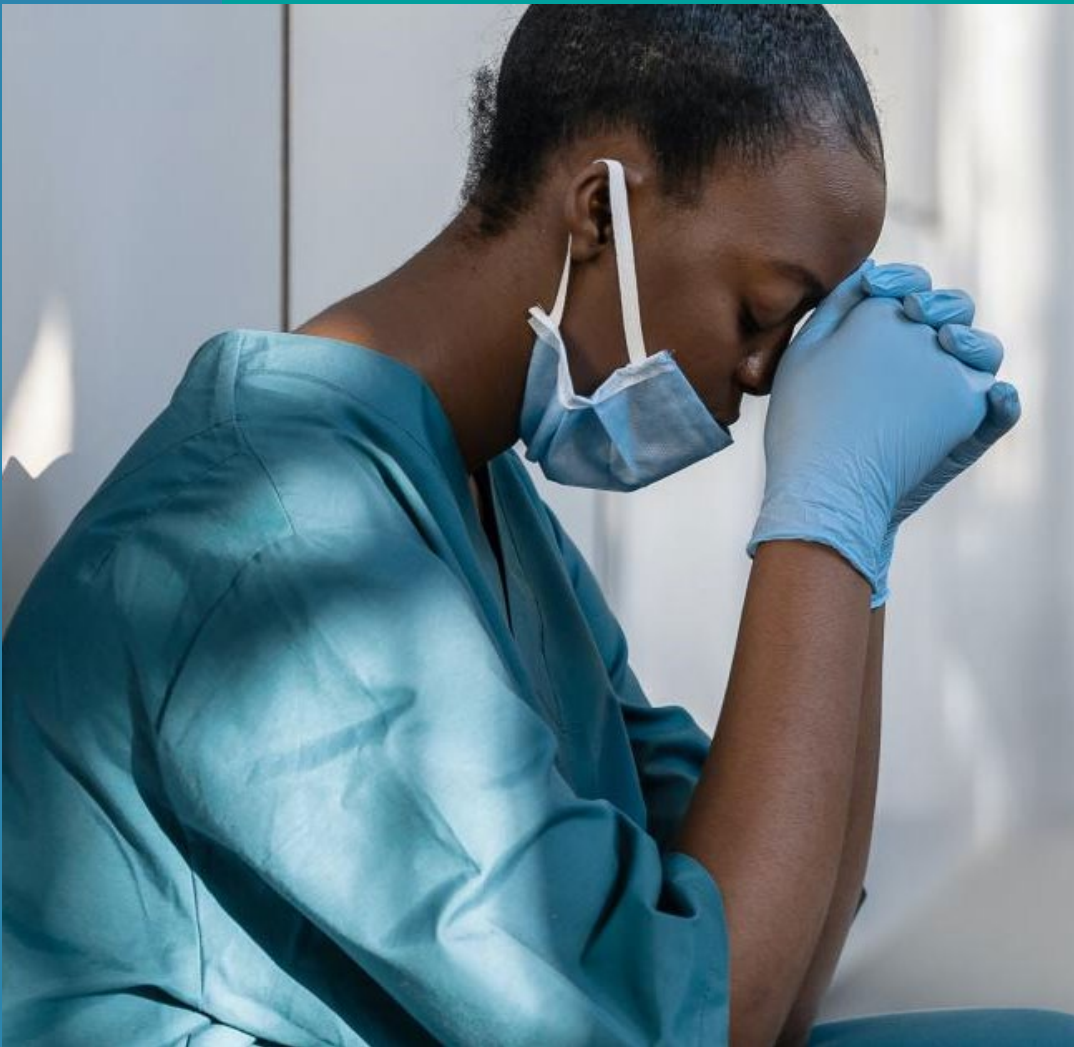




Exploring employees' lived experiences at NHS England during the COVID-19 pandemic

The role of meaningful work

Team: Sarah Pass, Yu-Ling Liu-Smith, Nadia Kougiannou, Maranda Ridgway, Patrick Brione and Nita Clarke



Background

- ‘lived experiences’ pandemic
- ‘grasp the learning’
- Case study research
- NHS England and NHS Improvement (NHSEI)
- Interviews senior leaders responsible for workforce policies and practices in response to COVID-19
- Interviews front-line staff directly impacted by changes in working practices

Key Findings – Meaningful Work



Context of the
work task

Roles that people
perform



Collaboration
across internal
barriers

Organizational
Values and
purpose



Context of work task



- Previously 'at arm's length' from the front line
- Pandemic provided clear focus on tasks
- PPE equipment
- Vaccine roll-out programme
- Collecting quality data and sharing information

'I was immediately seconded into the Emergency Response Team...COVID patient notification system. We validated all the deaths and outbreak reporting. It was just lots of systems and validation, making sure that the death was reported right'

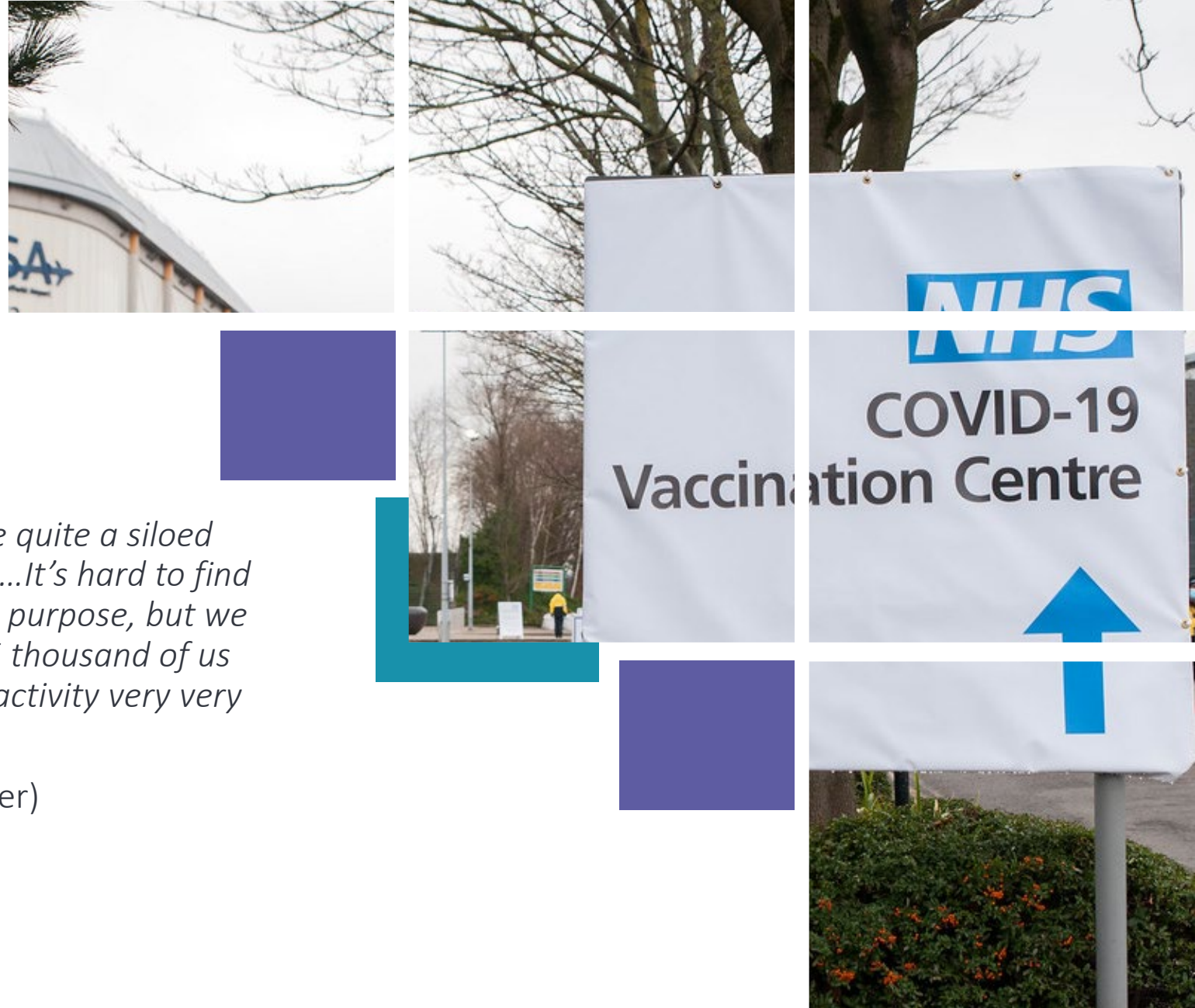
(Admin)

Roles that people perform

- Vaccination programme political and social impacts
- Comprehensive planning – size and make-up of workforce, training, guidance, equipment, supporting infrastructure, warehousing, transport, logistics, clinical storage
- Delivery successful programme important in eyes of the world

‘[It] feels like quite a siloed organization...It’s hard to find the common purpose, but we deployed 3.5 thousand of us onto COVID activity very very quickly’

(Senior Leader)



Collaboration across internal barriers

- Example: 'daily call' or '9:45ers'
- Redeployment teams
- Focus on needs of pandemic broke down bureaucracy
- Equal level and open to all suggestions



'the biggest lesson...get a group of people in the virtual room together. It's so much easier to actually work a problem through and come up with a suggestion...a proposal...Let's thrash it out here and now'

(Senior Leader)

Organisational values and purpose



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- Covid reconnected staff with organizational values and purpose
- Could see played a vital part in keeping NHS running
- Focus on the patient and focus on supporting staff

'It's politically quite high profile...those political pressures are on all the time...the pandemic provided the unifying force for all of that. A lot of that stuff disappeared for a couple of years in one sense because people had a unifying purpose'

(Senior Leader)



Implications for Practice



Purpose

Meaningful and authentic
Engagement
Context



Grasp the learning

‘New’ normal not ‘old’
Changing mindsets
Opportunities for change



Collaboration

Proactively across
departments, teams and
organizational levels
Autonomy and Trust



Meaningful Work

Aids collaboration and
purpose
How manage meaningful work
Long term impact and
burnout



Any questions?

Sarah Pass

sarah.pass@ntu.ac.uk

