



Complaints as opportunities: what can the National Health Service learn from negative employee feedback?

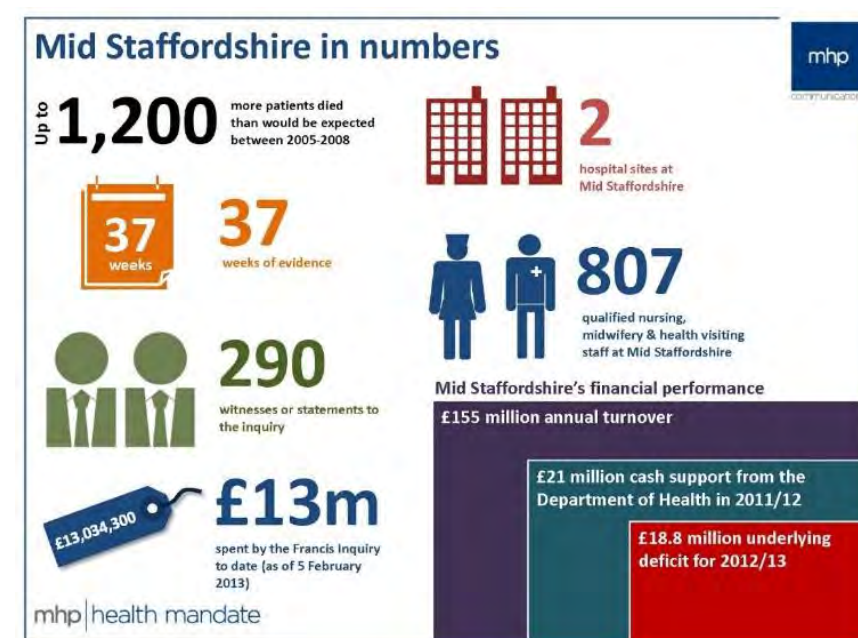
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1. Irony of learning in the NHS

- There persists a culture of **organisational silence** in the National Health Service (NHS) that discourages staff from speaking up about potential threats to safety, but **staff feedback has long been identified as valuable for organisational learning and harm prevention**.



The 400-1200 **avoidable** deaths that occurred in Stafford Hospital in Staffordshire, UK attributed the cause of the deaths largely to a failure of organisational listening to staff and patient complaints (Francis, 2010, 2013).

Image retrieved from <http://burningourmoney.blogspot.nl/2013/03/our-scary-nhs.html>

2. Overcoming the irony: Glassdoor

- If staff do not speak up in the organisation – *do they speak up elsewhere?*
- Employee review website: Glassdoor.co.uk.
- To date, there has been no attempt made to **aggregate** and **analyse** staff complaints as a facilitator for organisational monitoring and learning.

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NHS "Doctor, NHS" Current Employee - Anonymous Employee

Pros
fulfilling job, noble mission statement, good sense of teamwork

Cons
extremely inflexible leave, time out of training, long difficult hours, frequent issues with understaffing, extremely high stress, extremely limited time for studying and career development

Advice to Management
greater flexibility in training, better attempts to fill rota gaps, better workforce planning

Helpful

3. Project Overview

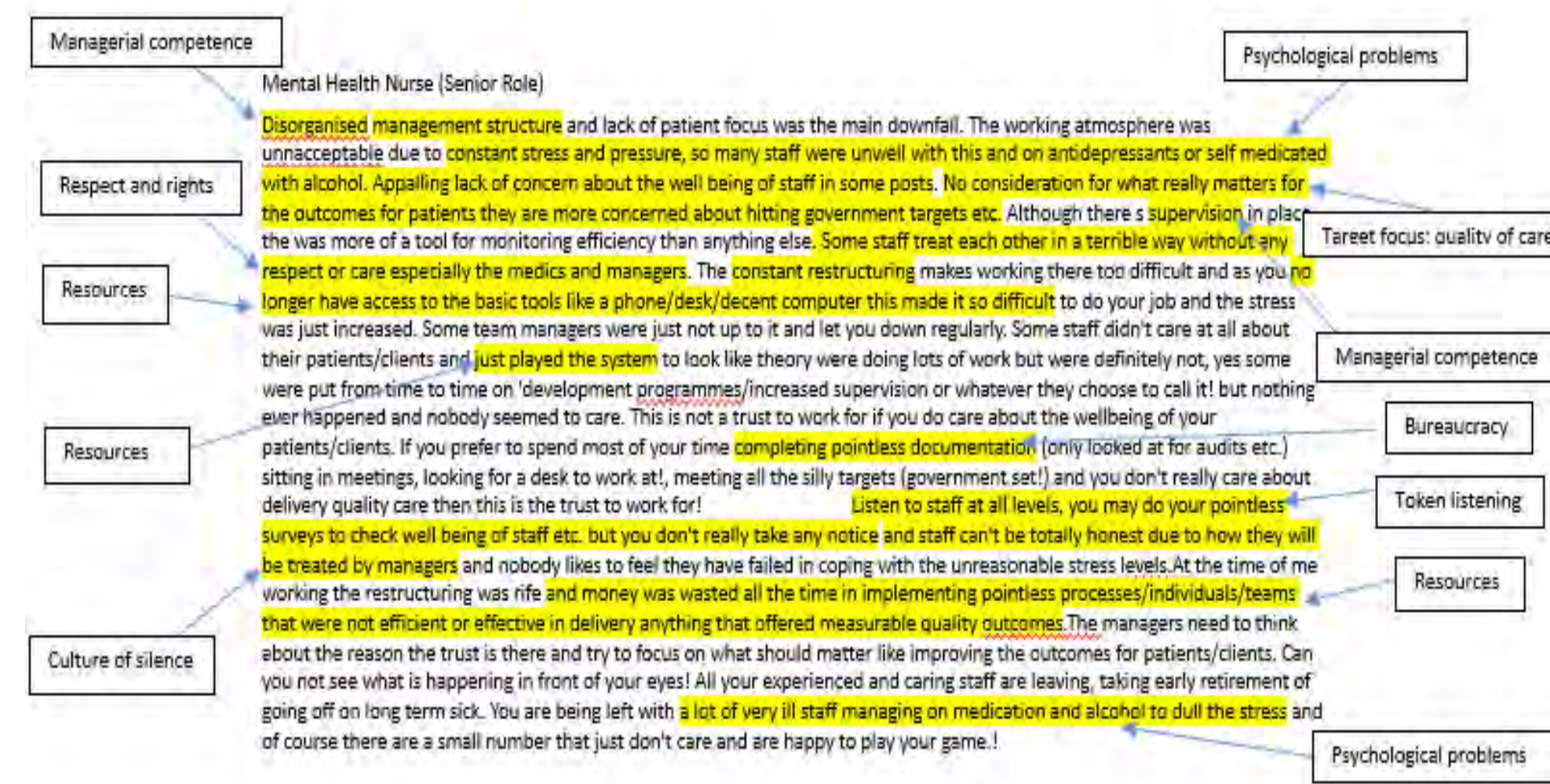
Research Questions

- 1) What **problems** are employees raising on Glassdoor?
- 2) How can these problems be analysed to facilitate **organisational learning**?

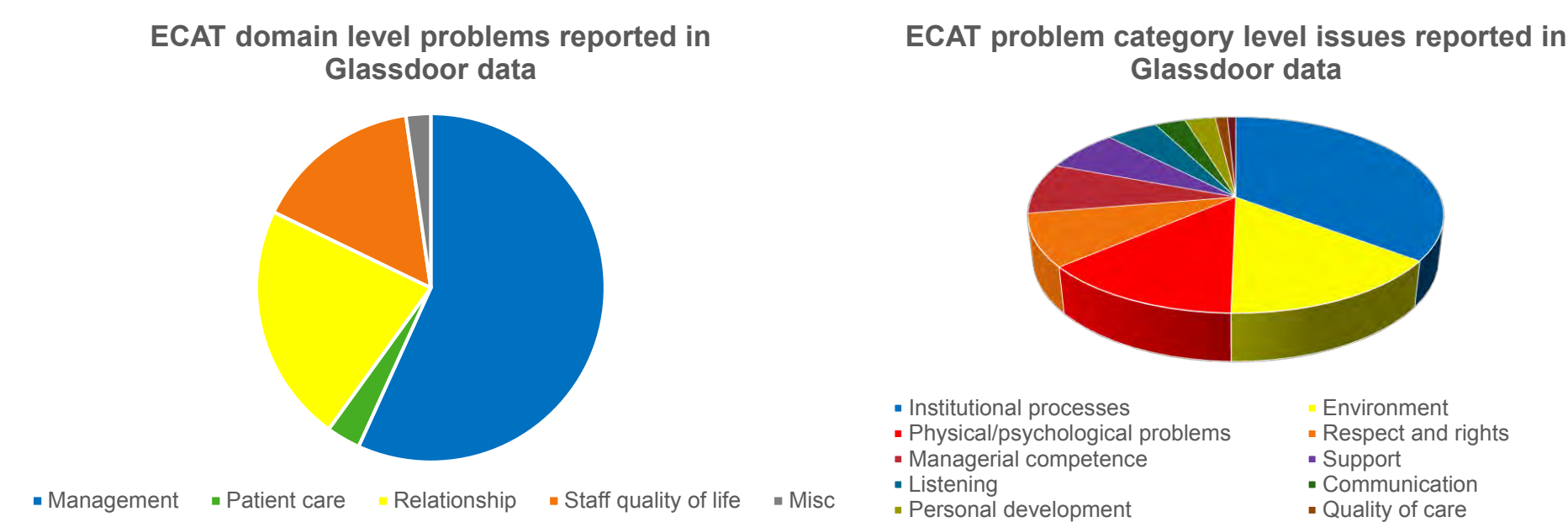
Methods

- Iteratively analysed **514 employee reviews** on Glassdoor
- 2 studies, 1 deductive content analysis, 1 inductive content analysis
 - Study 1: **deductively** analysed data using Healthcare Complaints Analysis Tool (HCAT; Gillespie & Reader, 2016), a patient complaints coding framework
 - Study 2: **inductively** analysed the data and created a bespoke framework: the Employee Complaints Analysis Tool (ECAT) that achieved Excellent inter-rater reliability. There were **~2000 issues** analysed from the 514 reviews.

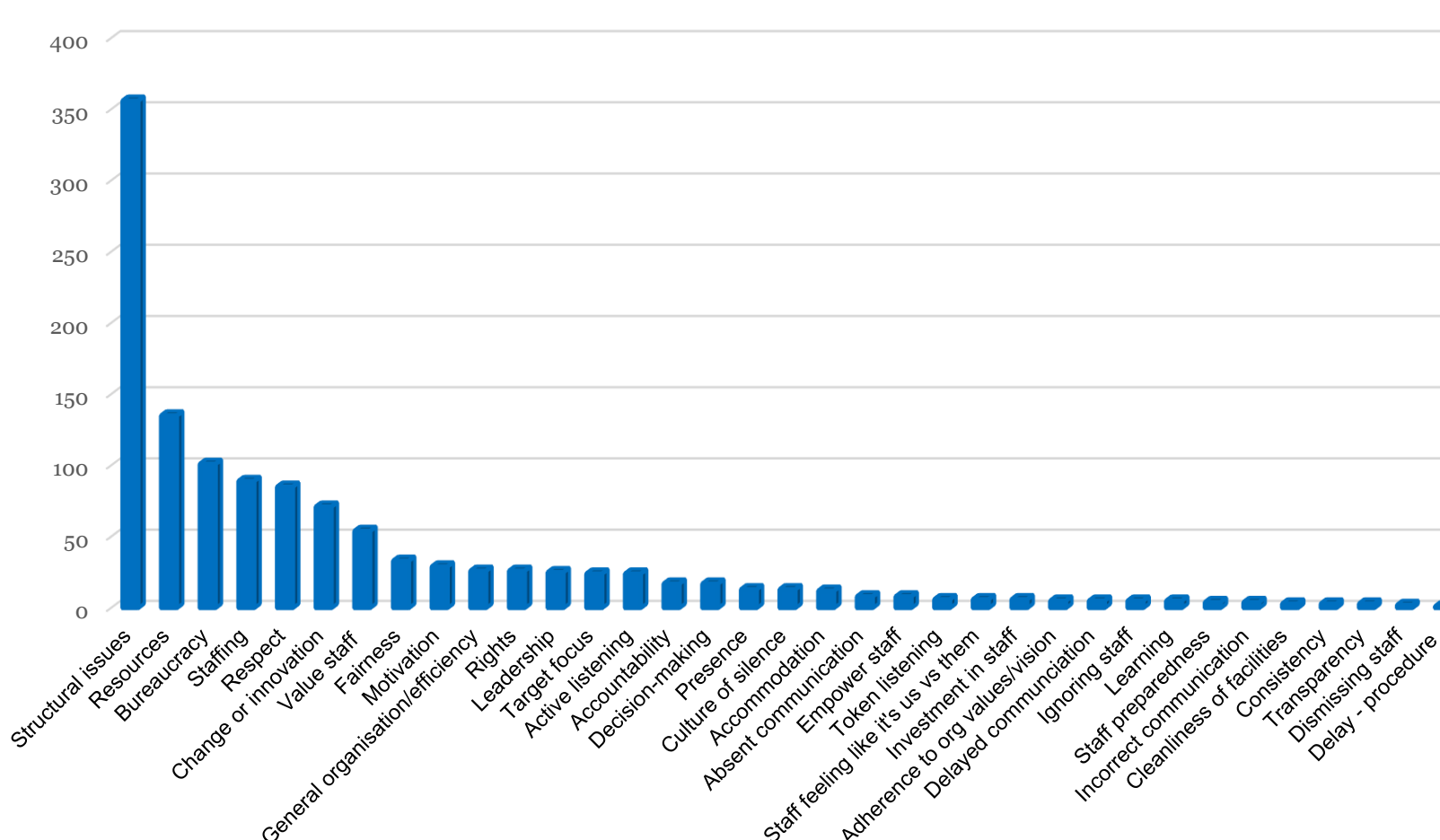
4. Complaint coding illustration



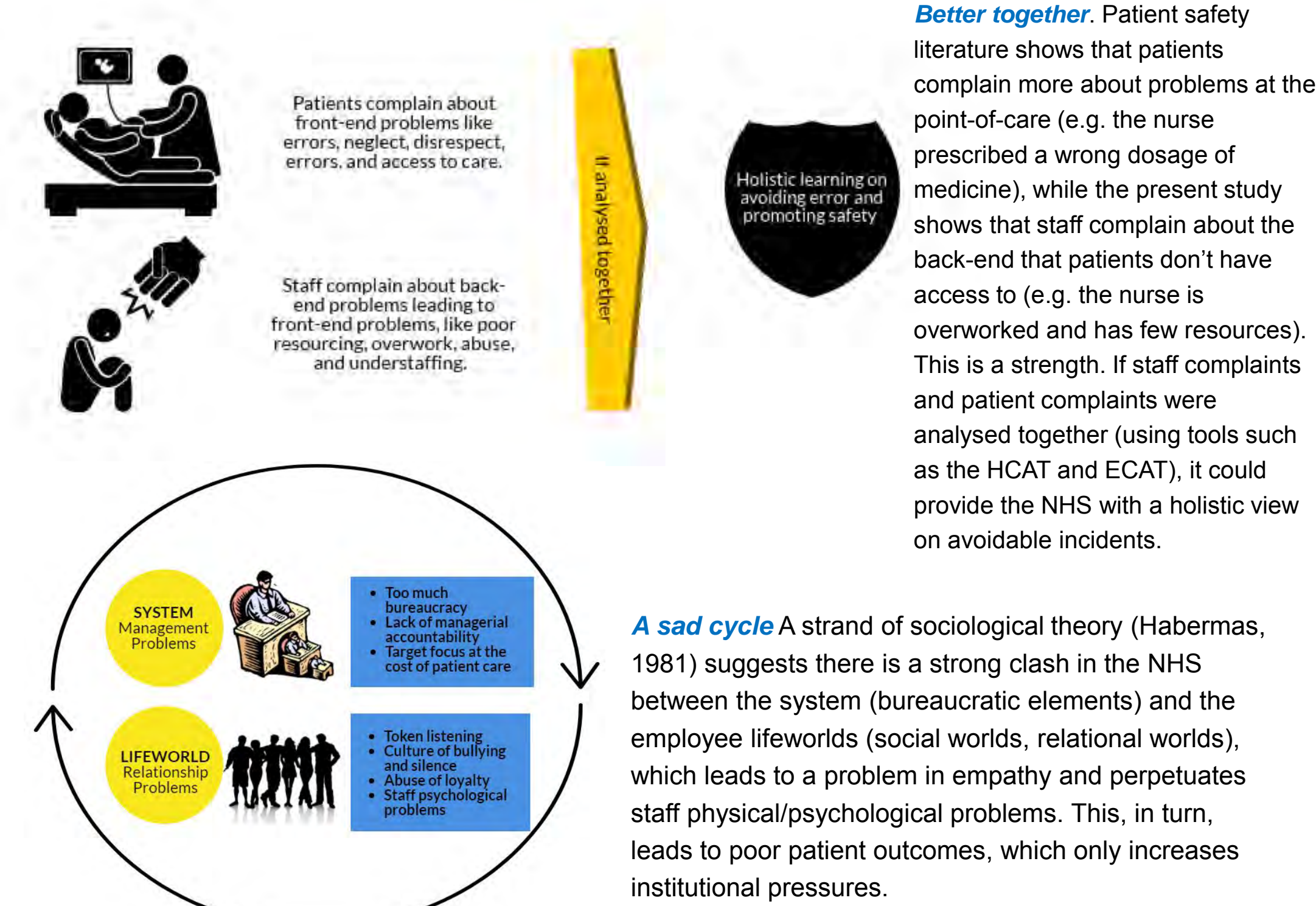
5. Key findings: aggregating complaints



ECAT subcategory level issues reported in Glassdoor data



6. Interpretation: what are these complaints telling us?



7. Conclusions

- This study showcases how:
 - Glassdoor.co.uk is a free, constantly populating, **unobtrusive source** that can provide valuable data on what employees are complaining about in an organization, and how when aggregated, analysed, and interpreted, these complaints can serve as powerful insights into safety failures in the NHS
- Contributions/implications:
 - Theoretical:** furthers patient safety literature by including a new perspective crucial to patient care: employees
 - Methodological:** identifies a novel, unobtrusive source of data in Glassdoor and successfully analyses the data within
 - Practical:** develops a novel coding framework to analyse employee complaints (ECAT) that can be used by scholars and practitioners alike
- Limitations/future research
 - More interpretation of data trends is needed
 - More statistical testing of Employee Complaints Analysis Tool (ECAT), it being a novel coding framework

Meet the researcher! Since I live in the Netherlands, I can't physically be here, but would love to discuss with you LIVE. So please use this QR Code and tweet me your questions and/or comments!
twitter.com/psychalv

