

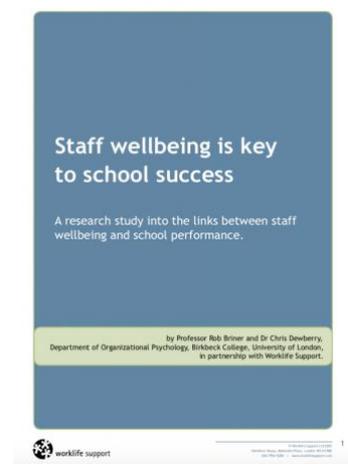
## The Evidence for Improving Staff Wellbeing

The evidence for making staff wellbeing a part of school culture and everyday behaviours and activities is compelling.

While detailed research into school staff wellbeing is limited, it does suggest the significant impact it can have on outcomes. [One major report](#), written in 2007 by Birkbeck College, University of London, in partnership with Worklife Support, collected data from 24,100 staff, in 246 primary schools and 182 secondary schools.

This highlighted the following:

- Staff wellbeing had a statistically significant impact on the SATs results of English primary schools.
- Teacher enjoyment was linked with a higher value added measure of primary pupil performance.
- Increases in staff wellbeing are linked to an increased performance in 5+ GCSEs A to C.
- Higher staff wellbeing also led to improved value added progress through key stages 2 to 4.



While staff wellbeing wasn't the single factor to increase results, the evidence for improving staff wellbeing was seen as being significant and the researchers were excited because they saw this as being more easily influenced than many other actions schools were taking to try and increase student outcomes.

However, this did not prove a causal effect and the way in which research has been carried out in education has limited the evidence base. A 2014 report called ['Healthy teachers, higher marks?'](#) shares more on this.

A 2021 report reviewing 30 previous research papers does tentatively suggest a causal link - <https://tdtrust.org/coi/>.

While education research is limited, the role self-reported staff wellbeing plays in improving results is supported through wider research, in business and more significantly in the Health Service.

In business, a 2014 report for the Department of Business Innovation and Skills, titled '[Does Worker Wellbeing Affect Workplace Performance](#)', found that staff wellbeing shows a strong and positive link with improved workplace performance, for both profitability (financial), labour productivity and the quality of outputs and services.

It also showed a strong link between wellbeing and job satisfaction, including aspects such as training, skills development, opportunities, how much autonomy staff have in their role, and how much scope they have to use their own initiative and influence decisions.

Dame Carol Black's 2008 review of the health of Britain's working age population, '[Working for a healthier tomorrow](#)' found considerable evidence that health and wellbeing improvements produced economic benefits across all sectors and all sizes of business: in other words, that good health is good business. She also concluded that the benefits of wellbeing go beyond the quality of life of staff and extend to increasing an organisation's productivity and profitability.

Much [greater research](#) has been carried out within the health sector, where staff wellbeing is consistently shown in research to be linked with patient care, welfare and mortality.

Among the highlights from findings are:

- Evidence of a causal link between staff wellbeing and performance outcomes.
- There is a relationship between staff wellbeing and staff reported patient care, patient reported patient care and hospital mortality rates.
- Staff wellbeing is a driver of patient care performance and seeking to systematically enhance staff wellbeing is not only important in its own right but also for the quality of patient experiences.



- Local climate is important, even for high performing staff in demanding jobs.
- It is important to monitor employee wellbeing and target resources to areas known to be problematic.
- Staff wellbeing is linked to multiple outcomes, including staff absenteeism, turnover, agency spend (e.g. the equivalent of supply staff spend for schools), patient satisfaction, infection rates and mortality rates.
- The associated financial costs of these can be significant.