Appendix

ROMHS search

Searches for each PT were run in sequence over a period of several months (from March to July 2020) but were imported into a shared EndNote library making it easier to identify which results had been seen previously (given that some overlap was anticipated in the results for each PT). Where the review team identified a record of potential interest to a different PT, tags were added to indicate this.

Searches covered MEDLINE (including Medline-in-Process and Epub ahead of print); EMBASE; CINAHL; The Cochrane Library; PsycINFO; and ProQuest social science databases (including ASSIA).

The aim was to sample the literature across a wide range of disciplines using a structured literature search prioritising specificity over sensitivity.

Every search was built around the following common facets (with indicative search terms):

<table>
<thead>
<tr>
<th>Mental Health workforce</th>
<th>AND</th>
<th>UK</th>
<th>AND</th>
<th>Qualitative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychiatrist OR counsel?or OR Psychologist OR (health personnel OR health worker OR nurs* OR doctor* OR team OR staff OR counsel?or OR psychologist*) AND (mental health or psychiatr*))</td>
<td>United Kingdom OR UK OR Brit* OR England OR Scotland OR Wales OR (Northern) Ireland OR NHS</td>
<td>Qualitative OR interview OR in-depth OR findings OR focus group* OR experience* OR perspective* OR view* OR opinion*</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

For each programme theory, a fourth facet was added to the search, as follows:

| Workload and staffing levels* | workload or work load or case load or caseload or bed occupancy or understaff* or under-staff* or (staff* or team or workforce or workplace) adj3 (level* or ratio* or capacity or management or resourc* or model* or program* or policy or policies or number* or mix* or rota* or rosta* or roster* or schedul* or overtime or supervision or supervisory or administration or administrative or organization or organisation or organisation or turnover or "co-ordination") |

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<table>
<thead>
<tr>
<th>Topic</th>
<th>Search Query</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceived quality of patient care*</td>
<td>((quality or opinion* or evaluat* or satisf*) adj3 care) OR exp &quot;Quality of Health Care&quot;/ AND exp Health Personnel Attitudes/ or (perception* or perspective* or perceived or opinion* or attitude* or view* or assessment* or evaluation* or belie* or consider* or guilt* or worry* or worrie* or concerned or doubt* or anxi* or satisf*) adj3 (staff or nurs* or worker* or doctor* or psychologist* or counsel<em>or</em>)</td>
</tr>
<tr>
<td>Team relationships and cohesion</td>
<td>(team* adj2 (cohe* or cultur* or support*)) or (support* adj3 (peer* or colleague* or coworker* or co-worker* or supervisor*)) or ((colleague* or coworker* or co-worker* or team*) adj2 relat*)</td>
</tr>
<tr>
<td>Leadership</td>
<td>leader* or management style or senior manage* or governance or strateg* or board or executive or chief operating officer* or CEO or “head* of department*” or organizational culture/ or ((culture adj2 organi#ation*) or supportive culture or &quot;no blame&quot; or crisis manag* or risk avers* or whistle blow* or whistleblow* or ((policy or policies) adj2 (local* or organi#ation* or trust*))</td>
</tr>
<tr>
<td>Development opportunities*</td>
<td>Career progression or Develop* adj3 (opportunit* or career* or profession* or staff or training)</td>
</tr>
<tr>
<td>Supervision</td>
<td></td>
</tr>
</tbody>
</table>

*for these topics, due to the high volume of results, an additional facet was introduced to the search focusing on “burnout” / resilience / retention / job satisfaction / motivation / morale since these were the primary outcomes in which we were interested.
An example search strategy (the MEDLINE search for the PT on development) is presented below:

Database: Ovid MEDLINE(R) and Epub Ahead of Print, In-Process & Other Non-Indexed Citations, Daily and Versions(R) <1946 to July 02, 2020>

Search Strategy:
--------------------------------------------------------------------------------
1     exp Interview/ or (interview* or findings or qualitative).mp. (2495859)
2     qualitative research/ or (qualitative or in-depth or interview* or "focus group" or ((staff or worker* or nurs* or team*) adj3 (experience* or perspective* or view* or opinion*)).mp. (624643)
3     1 or 2 (2561987)
4     exp Great Britain/ (364282)
5     (national health service* or nhs*).ti,ab,in. (195576)
6     (english not ((published or publication* or translat* or written or language* or speak* or literature or citation*) adj5 english)).ti,ab. (94886)
7     (gb or "g.b." or britain* or (british* not "british columbia") or uk or "u.k." or united kingdom* or (england* not "new england") or northern ireland* or northern irish* or scotland* or scottish* or ((wales or "south wales") not "new south wales") or welsh*).ti,ab,jw,in. (2060497)
8     4 or 5 or 6 or 7 (2319489)
9     (exp africa/ or exp americas/ or exp antarctic regions/ or exp asia/ or expoceania/) not (exp great britain/ or europe/) (2703362)
10    8 not 9 (2212138)
11    exp mental health personnel/ or (psychiatrist* or counsel?or* or psychologist*).mp. (47270)
12    exp Health Personnel/ or exp Health Personnel Attitudes/ or exp Medical Personnel/ or (nurs* or doctor* or occupational therapist* or care worker* or frontline or front-line or team* or staff).ti,hw. (1054880)
13    exp Psychiatric Hospitals/ or exp Psychiatry/ or exp Mental Health Services/ or exp Community Mental Health Services/ (208892)
14    (nursing home* or care home* or dementia care or ((mental health or psychiatric*) adj2 (ward* or service* or clinic))).mp. (123939)
15    12 and (13 or 14) (80386)
16    11 or 15 (123212)
17    (UK or united kingdom or brit* or england or scotland or wales or ireland or london or edinburgh or belfast or NHS or national health service or manchester or leeds or newcastle or sheffield or birmingham or bristol).mp,cp. (7156248)
18 (burnout or burn* out or occupational stress or overwork* or over work* or impact on staff or absen* or strain or presentee* or morale or motivation or (staff adj2 (wellbeing or well-being or outcome*))).mp. (1313085)
19 exp Health Personnel Attitudes/ (157883)
20 (burn* out or burnout or motivat* or morale or demoral* or demotivat*).mp. (193994)
21 (demotivat* or demorali* or job satisfaction or job strain).mp. (30268)
22 20 or 21 (216792)
23 3 or 19 (2677388)
24 10 or 17 (7871000)
25 23 and 24 (819537)
26 18 or 20 or 21 (1390639)
27 16 and 25 (14014)
28 (develop* adj2 (opportunit* or career* or profession* or staff or training)).mp. (35119)
29 (career adj2 progress*).ti,ab,hw,kw. (684)
30 CPD.mp. (6094)
31 ((staff or nurs* or team*) adj2 (train* or course* or workshop*)).mp. (23813)
32 28 or 29 or 30 (41043)
33 28 or 29 or 30 or 31 (63842)
34 27 and 33 (710)
35 limit 34 to (english language and yr="2004 -Current") (588)