



Organisational Development and Staff Wellbeing Bulletin

February 2024

Guidelines, Policies and Reports

CIPD

[Ethics at work: An employer's guide](#)

Ethical values provide the moral compass by which we live our lives and make decisions. They also highlight why organisations should focus on creating a shared ethical culture where employees feel empowered to do the right thing rather than simply following a set of rules.

CIPD

[Hybrid working: Guidance for people professionals](#) and [People manager guide: Supporting hybrid working](#)

These guides provide people professionals and line managers with effective guidance on how to plan and support effective hybrid working. Working in a hybrid way requires clear ways of working, planning and organising if it is to be successful. Hybrid work must be tailored to the unique needs of the individual, team, department or organisation.

CIPD

[Long-term health conditions: How people professionals can support employees](#) and [People manager guide: Managing and supporting employees with long-term health conditions](#)

These guides provide information on effectively managing an employee with a long-term health condition or illness. Employers should foster a compassionate culture and empower people to take steps to proactively manage their health.

CIPD

[Neuroinclusion at work report 2024](#)

A report from employer and employee surveys examining the importance of neuroinclusive workplaces, looking at what employers are doing as well as the working experiences of neurodivergent and neurotypical employees.

NHS Employers

[Menopause and the workplace](#)

Information on how menopause can affect people at work and practical guidance for employers on how to improve the workplace environment.

NHS Employers

[Supporting recovery after long COVID](#)

Recovering from long COVID can be a lengthy process and employees will need to be supported to recover at their own pace ensuring that they do not relapse.



Published research

Human Resources for Health

[“Superheroes? No, thanks.” Accepting vulnerability in healthcare professionals](#)

In this commentary, we develop a conceptual proposal aimed to explain why a discourse of praise and admiration for healthcare professionals’ limitless dedication can trigger a general indifference to the burnout and suffering they experience. We conclude with several proposals for action to cope with burnout-related stigma, trying to change the superhuman image of health personnel and incorporating the vulnerability inherent to human beings.

Occupational Medicine

Culture, conditions and care support mental health of healthcare workers during crises [email library.lincoln@ulh.nhs.uk to request full article]

This study drew on the experiences of frontline healthcare workers to examine organizational strategies needed to support the mental health and well-being of healthcare workers during times of crisis. Study findings underscore the necessity of an integrated and systemic organizational approach to address mental health and well-being in the healthcare workplace.

Occupational Medicine

Culture of presenteeism: emergent perspectives from an NHS-workforce convenience sample [email library.lincoln@ulh.nhs.uk to request full article]

The emergent findings from this study suggest that the culture of presenteeism is linked to wider NHS staff’s identification with the institutional goals of the NHS, resulting in their motivation to continue working, even if remotely; yet, the consequences are not fully understood.

Occupational Medicine

Post-traumatic stress disorder in hospital doctors after the COVID-19 pandemic [email library.lincoln@ulh.nhs.uk to request full article]

A high prevalence of PTSD was observed among hospital doctors 2 years after the beginning of the COVID-19 pandemic. This study supports an early diagnosis of PTSD in this category of healthcare workers. Approximately 30% of hospital doctors felt a need for psychological support but only 31% of them received support.

Strategic HR Review

Strategically addressing the post-COVID organization: the hope of employee experience [email library.lincoln@ulh.nhs.uk to request full article]

The post-COVID environment presents significant challenges for organizations. Unfortunately, many leaders and organizations are living in “post-pandemic.” Leaders must reframe their approaches to employee relationships and the nature of the workplace.

Blogs



NHS Employers

[Beating burnout in the NHS](#)

Burnout is a state of physical and emotional exhaustion. It can occur when you experience long-term stress in your job, or when you have worked in a physically or emotionally draining role. Burnout in the NHS is more prevalent than ever. NHS trusts must address this to ensure staff wellbeing.

NHS Employers

[Evidence-based approaches to workforce wellbeing](#)

Although there is no one-size-fits-all approach to improving the wellbeing of your workforce, the evidence base on the most effective initiatives and approaches is constantly evolving and can provide a useful basis. This page details evidence-based approaches to workforce wellbeing.

NHS Employers

[Mental health in the workplace](#)

NHS trusts should have supportive initiatives in place to ensure staff mental wellbeing in the workplace. This webpage contains tools and resources to help you make positive improvements.

Nursing Times

[Better leadership and staffing 'key to fixing NHS culture'](#)

Support for NHS leaders is crucial to creating a psychologically safe culture for nurses, while safe staffing levels also need to be mandated, a senior nurse and health policy expert has said.

SHP Online

[Who helps the helpers?](#)

Tony Roscoe focuses on mental health first aiders and says checks should be made as to whether support systems are in place for them.

The Guardian

[They bite, they hit, they spit: patients assault staff at Nottingham hospital](#)

Staff have been hit, spat at, threatened, verbally abused and racially abused during this roll call of unpleasant incidents. Racially aggravated harassment has increased notably. The trust's in-house psychologists help staff process the trauma they have encountered.

The Guardian

['We're an easy target': an A&E nurse on life on the healthcare frontline](#)

Janice Morgan, a matron at Nottingham's Queen's Medical Centre hospital, says staff are facing more abuse and aggression.

Miscellaneous

NHS Employers

[Core managers: developing inclusive workplaces programme](#)

The NHS Leadership Academy has developed a range of free short courses covering different themes to help develop core inclusive leadership skills.



Library and Knowledge Services

Library Services

Would you like to keep up to date with the latest evidence on topics of your choice? Sign up for a current awareness alert: <https://www.nhslincslibrary.uk/knowledgeshare-request/>

Can't find the information you need? We can do literature searches for you: <https://www.nhslincslibrary.uk/search-request/>

We can provide training on how to search healthcare databases and resources as well as showing you how to appraise the information that you find: <https://www.nhslincslibrary.uk/training/>

Online Resources

BMJ Best Practice is a clinical decision support tool that provides step-by-step guidance on diagnosis, prognosis, treatment and prevention of a wide variety of conditions: <https://bestpractice.bmj.com/oafed>

ClinicalKey is a database which supports healthcare professionals by providing access to the latest evidence across specialties: <https://www.clinicalkey.com/>