Organisational Development and Staff Wellbeing Bulletin
May 2024

Guidelines, Policies and Reports

BMA
[When a doctor leaves: Tackling the cost of attrition in the UK's health services](#)
This report sets out the reasons why retaining doctors needs to be an urgent priority for UK governments, health services and employers. Drawing on new analysis, we set out the cost of medical attrition in the UK's health services and a series of urgent measures to better retain the workforce. The cost of attrition is high, but properly valuing doctors and their contribution provides an attainable solution to the problem

CQC
[Guidance for NHS trusts and foundation trusts: assessing the well-led key question](#)
Good leadership has a significant impact on staff morale and patient experiences of care. This guidance describes how we assess the well-led key question. It helps NHS trusts and foundation trusts understand what good leadership looks like. Good leadership enables better care for patients, and a more sustainable health and care service.

NHS Charities Together
[£16m workforce wellbeing programme launched to support NHS staff wellbeing and mental health](#)
NHS Charities Together today launches a £16m Workforce Wellbeing Programme to support NHS staff across the UK. The ambitious programme, which is being announced at the charity's annual member conference for over 230 NHS charities, aims to improve NHS staff health and wellbeing, in turn making sure patients are provided with the care they need.

NHS Employers
[The importance of partnership working on health, safety and wellbeing](#)
This guidance aims to raise the importance of partnership working on health, safety and wellbeing issues and to encourage partnership working at a local level. There are useful checklists throughout, which you can use to see what progress your organisation is making, as well as what needs to be done.

NHS Employers
[Updated flexible working guidance](#)
Section 33 of the NHS Terms and Conditions of Service Handbook and supporting guidance has been amended to align with recent legislation changes.

NHS Resolution
[Being fair 2](#)
Being fair 2 aims to promote the value of a person-centred workplace that is compassionate, safe and fair when care in the NHS goes wrong. It follows on from the original [Being fair report](#) published in 2019. With workforce issues like incivility, bullying and harassment still prevalent across the NHS system, the report sets out the benefits of adopting a more reflective and fair approach to support staff to learn from incidents of harm.

Royal College of Nursing
[State of the Profession Report](#)
This report provides a summary of findings from a survey of RCN members which was undertaken in autumn 2023. The survey included questions about intention to leave, working hours and patterns, working whilst unwell, job enthusiasm, and more.

Published research

BJGP Open
[The impact of leadership style in team-based primary care – staff satisfaction and motivation](#)
Leadership styles, beliefs, and behaviours are an important and critical component to the delivery of quality care in any primary care organization. The health human resource crisis has resulted in greater investments in team-based care however some leaders may not have experience working in team-based settings. This study aimed to explore what leadership characteristics, styles and behaviours were most conducive to employee satisfaction, motivation, and delivery of care.

BMJ Open
[Interventions to promote medical student well-being: an overview of systematic reviews](#)
The objective of this paper was to conduct an overview of systematic reviews that explore the effectiveness of interventions to enhance medical student well-being.

British Journal of Healthcare Management
Influence of job satisfaction components on staff performance in the emergency department [email library.lincoln@ulh.nhs.uk to request full article]
The relationship between job satisfaction and job performance has been well-established in healthcare research. This study aimed to measure job satisfaction and performance among staff working in emergency departments in Jordan, and to explore the association between these two variables, focusing on the different components of job satisfaction.

British Journal of Healthcare Management
Wellbeing, support and intention to leave: a survey of nurses, midwives and healthcare support workers in Wales [email library.lincoln@ulh.nhs.uk for full article]
Low morale and burnout is a widely acknowledged problem among healthcare professionals, with implications for staffing levels and quality of care. This study aimed to provide insight into the wellbeing of nurses, midwives and healthcare support workers, and propose strategies to support a resilient workforce and organisational development.

Emergency Medicine Journal

[Perceived barriers and opportunities to improve working conditions and staff retention in emergency departments: a qualitative study](#)

Staff retention in Emergency Medicine is at crisis level and could be attributed in some part to adverse working conditions. This study aimed to better understand current concerns relating to working conditions and working practices in Emergency Departments.

Blogs

NHS Confederation

[Why is change in the health service so difficult?](#)

Matthew Taylor highlights three ways of thinking that could achieve continuous improvement in the NHS, and the ICS where this is already happening. While pockets of innovation are happening across the NHS, we need to focus more on doing things better, rather than doing better things.

NHS Employers

[Supporting NHS staff with long COVID](#)

This blog reflects on the importance of supporting healthcare workers with long COVID to stay in work and the resources available to employers. One of the concerns we hear from healthcare workers suffering from long COVID is they often feel that their managers or peers do not believe their symptoms, and there is sometimes a lack of empathy.

Podcasts / Videos

CIPD

[HR's next top operating model](#)

In a world heavily influenced by technology and evolving views on leadership and employee experience, people practice by and large, is still founded on the so-called 'Ulrich HR operating model' that was put forward in the 90s. Is it finally time to consider HR's next top operating model?

Miscellaneous

NHS Employers

[Improving workforce wellbeing through a staff-led approach](#)

Case study – Read how Hertfordshire Partnership University NHS Foundation Trust improved its wellbeing offer by updating and co-producing initiatives with staff.

The BMJ

[The future of the NHS depends on its workforce](#)

Achieving a high quality, sustainable NHS is currently challenged by major workforce problems. Staff are the most significant element of NHS expenditure and its most important asset, but stewardship of the workforce is not optimised. We identify three key areas in which action is urgently needed: configuring the workforce, improving conditions and working environments, and enhancing career and training pathways. We propose what might be done to tackle the current challenges.

Library Services

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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/