



# Organisational Development and Staff Wellbeing Bulletin

## November 2024

### Guidelines, Policies and Reports

#### CIPD

##### [Supporting mental health at work: Practical guidance](#)

Managing and supporting people's mental health at work is a critical challenge for employers. Promoting good health and wellbeing is a core element of providing good work and improving working lives. This guide sets out the practical steps that employers can take to create a mentally healthy workplace.

#### CIPD

##### [Working with long COVID: Guidance for people professionals](#)

This guide provides information for people professionals on effectively managing an employee with long COVID. The guide outlines why long COVID is a workplace issue and how employees with long COVID can be supported.

#### NHS Confederation

##### [Greater than the sum of its parts?: Sharing board leadership between NHS trusts](#)

The last decade has witnessed the biggest shift in the architecture of the NHS provider sector since the creation of NHS trusts. This has included a dramatic rise in the number of trusts sharing board-level leadership. This arrangement is now in place in a third of trusts. This change has been subject to little scrutiny, evaluation and research. This report unpacks what works and what doesn't when it comes to shared leadership models.

#### NHS Employers

##### [The dozen dos of staff engagement: guidance on good practice](#)

This guidance aims to help you create a local approach to staff engagement in the context of the wider workforce strategy for your organisation and its overall approach to staff experience.

### Published research

#### Australasian Psychiatry

Colleague Care – Implementing a staff peer support program [email [library.lincoln@ulh.nhs.uk](mailto:library.lincoln@ulh.nhs.uk) to request full article]

In line with the widespread acknowledgement of the harms which can be caused to healthcare staff through their role in adverse events and unexpected patient outcomes, so is there now acceptance of the role of staff peer support programs to support these 'second victims' in a non-clinical way. Here, we share reproducible steps that any service might take in creating their own staff peer support program.



### **British Journal of Nursing**

Nurses' and midwives' perception of the leadership skills and attributes required of future leaders  
[Email [library.lincoln@ulh.nhs.uk](mailto:library.lincoln@ulh.nhs.uk) to request full article]

This first stage evaluation has gained a wide variety of perspectives regarding the perceived skills and knowledge future nurse and midwife leaders might need. This is important to enable those who deliver leadership development programmes to plan appropriately, ensuring their programmes are designed and adjusted in response to the needs of a shifting health and care landscape.

### **Environmental Research and Public Health**

[Electronic Health Record Adoption and Its Effects on Healthcare Staff: A Qualitative Study of Well-Being and Workplace Stress](#)

Adopting electronic health records (EHRs) offers improved communication and information sharing and reduces medical staff errors. Despite these potential benefits, EHR adoption often introduces new challenges for healthcare staff, including increased administrative burdens and workplace stress. This study examines the impact of EHR systems on the well-being and workplace stress of healthcare staff in a hospital setting.

### **The International Journal of Human Resource Management**

[Managing boundaries: exploring the experiences of line-managers who provide mental health support in the workplace](#)

The increase in mental ill-health amongst the working population presents a serious challenge for organisations. Line-managers are an important provider of support to staff with psychological distress (PD), their experiences however, are under-researched. In response, we interviewed 15 line-managers from the private, public, and voluntary sector about their support provision to subordinates with PD.

## **Blogs**

### **NHS Employers**

[Embedding a healthy speaking up culture](#)

In this guide we've outlined ways that leaders and line managers can work to develop a speaking up culture that supports staff health and wellbeing. We also highlight good practice from trusts already making these links across speaking up and wellbeing, as part of wider work to improve workplace culture.

### **NHS Employers**

[Preventing sexual harassment, misogyny, and sexual misconduct in the workplace](#)

Access our guidance on creating safer workplaces, free from sexual harassment, misogyny, and sexual misconduct.

### **NHS Employers**

[Shift work essentials for NHS staff](#)

In this blog, Rhys Martin reflects on the latest HSWG shift worker guidance and offers top tips on how to help staff stay well while shift working.



### **Royal College of Nursing**

#### [Huge increase in nursing staff quitting early poses risk to NHS reforms](#)

The number of nursing staff quitting the profession early in England is rising at a huge rate. Since 2021, the number of UK-educated nursing staff leaving the NMC register within the first 10 years of joining has increased by 43%, including a 67% rise in those leaving in the first 5 years. Nursing staff cite poor physical and mental health, burnout or exhaustion, and changes in personal circumstances as key reasons for leaving nursing outside of retirement.

### **Workplace Wellbeing Professional**

#### [Survey reveals remote work hidden mental health challenges](#)

A recent survey conducted by BizSpace of over 2,000 UK employees reveals the significant impact of remote work on mental health and work-life boundaries. As remote work blurs the line between personal and professional life, the findings highlight an urgent need for companies to address mental health support and help employees set healthy work-life boundaries.

## **Podcasts / Videos**

### **CIPD**

#### [Creating a culture of psychological safety at work](#)

Improved wellbeing, enhanced performance, risk taking and innovation are all desirable by-products of achieving a psychologically safe work environment. But how are we creating that environment in the first place?

### **NHS Employers**

#### [Workplace adjustments podcast](#)

Diversity and Ability talk to Barts Health NHS Trust and North Staffordshire Combined Healthcare NHS Trust about demystifying workplace adjustments.

## **Miscellaneous**

### **NIHR**

#### [What drives unprofessional behaviour in healthcare?](#)

Researchers found that unprofessional behaviour such as rudeness or bullying may become embedded in the workplace when staff are disempowered, teams lack cohesion, and managers are unaware of the behaviour. They found that unprofessional behaviour can reduce staff wellbeing, contribute to mental and physical health problems among staff, impact patient safety and compromise the quality of patient care. Unprofessional behaviour was most likely to be directed at staff who are female, new, disabled or from minority groups.



## 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/>