Organisational Development and Staff Wellbeing Bulletin
October 2024

Guidelines, Policies and Reports

Chartered Management Institute
The Management Mission: How better leaders improve public services
Systematically investing in managers both current and future will ensure they have the basic set of skills required to navigate the choppy waters of budgets stretched to breaking point, but also the tools needed to manage the change that is coming via new technologies, changing demographics and evolving demands of the workforce. Throughout this compendium there are examples of public service leaders investing in management capability and doing just that. This report sets out new recommendations for politicians, policymakers and the NHS to deliver better for patients.

CIPD
Resourcing and talent planning report 2024
The CIPD's Resourcing and talent planning report 2024 examines resourcing trends and challenges to offer insight and practical suggestions for employers considering their recruitment and retention strategies. It includes sections on flexible/hybrid working, talent management and retention, and attraction strategies.

GMC
Equality, diversity and inclusion: Targets, progress and priorities for 2024
This report finds that inequality is embedded in medicine throughout a doctor's career, from the earliest days of education and training to the leadership positions of latter years. It concludes that there needs to be a cultural shift, and a focus on longer-term systemic issues, across UK health care, if inequalities are to be eradicated

Policy Exchange
Just About Managing: The Role of Effective Management and Leadership in Improving NHS Performance and Productivity
This report aims to present a more detailed portrait of the state of NHS management today to inform the discussion around about future reform. Would a greater volume of managers overall deliver improved performance? Are there particular skillsets we are lacking? Secondly the report sets out the case for change and makes a series of recommendations for reform.

Published research

AORN Journal
The Art of Speaking Up: Supporting a Culture of Safety in the OR [email library.lincoln@ulh.nhs.uk to request full article]

Considering the high-risk, stressful, and fast-paced nature of the perioperative environment and vulnerability of patients, the quest for maintaining a safety culture in the OR is ongoing. Speaking up—an interaction between perioperative team members to address a concern—requires empowerment to advocate for patient safety. Hierarchical gradients, lack of psychological safety, incivility, and a nonsupportive organizational culture can impede speaking-up behaviours.

BMC Medical Education
[Coaching to develop leadership of healthcare managers: a mixed-methods systematic review](#)
Coaching is commonly used to facilitate leadership development among healthcare managers. However, there is limited knowledge of the components of coaching interventions and their impacts on healthcare managers' leadership development. This mixed-methods systematic review aimed to synthesize evidence of coaching to develop leadership among healthcare managers.

Evidence-Based Nursing
[Practical evidence-based strategies for nurse retention allow front-line leaders to meet the needs of nurses on their units](#)
Nursing workforce shortages have gained global attention and concern, with surveys highlighting high rates of nurses who are burned out and want to leave their job and health facilities reporting difficulties in attracting and retaining staff. Nurse turnover and retention have been urgent matters in healthcare for years, but the lack of consistent reporting mechanisms makes it difficult to quantify turnover. Instead, nurses' intentions to leave or stay are often used as outcomes and have been attributed to factors such as workplace features and leadership.

Health and Social Care Delivery Research
[Health screening clinic to reduce absenteeism and presenteeism among NHS Staff: eTHOS a pilot RCT](#)
This trial tested the effectiveness and cost effectiveness of a health screening clinic in reducing absenteeism and presenteeism amongst the NHS staff. The results showed there is both a clinical need (evidenced by 48% screened eligible for a referral) and perceived benefit (data from the qualitative interviews) for this NHS staff health screening clinic.

Health and Social Care Delivery Research
[Why do acute healthcare staff behave unprofessionally towards each other and how can these behaviours be reduced? A realist review](#)
Workplace disempowerment and organisational barriers are primary contributors to unprofessional behaviour. However, interventions predominantly focus on individual education or training without addressing systemic, organisational issues. Effectiveness of interventions to improve staff well-being or patient safety is uncertain. We provide 12 key dynamics and 15 implementation principles to guide organisations.

Occupational Medicine
[Homeworking experiences of neuro-divergent workers: systematic review](#)
Working from home (WFH) is becoming more common, but little is known about how it specifically affects neuro-divergent workers' psychological and occupational well-being. This review aimed to explore the experiences of neuro-divergent staff WFH, including the challenges they face; the potential benefits of homeworking for this specific population and the support systems they require.

Blogs

NHS Confederation
[How ICSs are meeting workforce challenges - four case studies](#)
Workforce issues are causing challenges across the health and care system. Here's how four integrated care systems are tackling some of them.

NHS Employers
[New national people sexual misconduct policy framework](#)
Find out about NHS England's new framework and attend their masterclass to help you recognise, report and prevent sexual misconduct in the workplace.

NHS Providers
[Speaking up is a gift](#)
Kim Blakeburn speaks of her experience as a Freedom to Speak Up Guardian in South East Coast Ambulance Service NHS Foundation Trust (SECAmb), the most improved trust for speaking up. In the healthcare system, silence can be deadly, and the decision to speak up can save lives.

Personnel Today
[HR changes save NHS Wales board £740k and improve wellbeing](#)
Changes in HR practices have helped an NHS Wales organisation save more than £738,000 a year and boosted employee wellbeing. A shift in an employer's approach to HR – by not carrying out disciplinary investigations in the first instance and using informal methods of resolution, such as coaching and mentoring and training – was found to cut sickness absence and improve wellbeing.

Podcasts / Videos

Royal College of Nursing
[Video: 'Long COVID has taken my nursing career'](#)
Long COVID disproportionately affected nursing staff. Nichola explains how it's taken her career, and the support that she and others need from employers.

Miscellaneous

British Journal of Healthcare Management
Staff wellbeing in context: considering the impact of world events [Email library.lincoln@ulh.nhs.uk to request full article]
This editorial highlights the importance of considering the impact of national and international events on healthcare staff, especially when planning interventions to improve wellbeing and team cohesion.

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/