# Organisational Development and Staff Wellbeing Bulletin
## September 2024

## Guidelines, Policies and Reports

**Health Services Safety Investigations Body**
[Workforce and patient safety: temporary staff - integration into healthcare providers](#)
Temporary workers are being discriminated against by some staff, organisations, and national bodies because of their working status, and in some cases because of their ethnicity. This can affect the support they receive and their ability to ask questions. Some temporary workers feel unable to raise concerns about patient safety with the organisation in which they are working because they fear they will lose future opportunities to work in that organisation.

**National Guardian Freedom to Speak Up**
[Listening to the Silence: What does the Staff Survey tell us about speaking up in the NHS?](#)
The results from the Staff Survey highlight that their role has never been more important. In this report we delve deeper into the results. This year, those who feel confident to speak up about unsafe clinical practice is at a five year low. We ask people to speak up, and yet, when they do, often nothing changes.

## Published research

**BMJ Open Quality**
[How can interventions more directly address drivers of unprofessional behaviour between healthcare staff?](#)
Unprofessional behaviours (UBs) between healthcare staff are widespread and have negative impacts on patient safety, staff well-being and organisational efficiency. However, knowledge of how to address UBs is lacking. Our recent realist review analysed 148 sources including 42 reports of interventions and found that interventions insufficiently explain their rationale for using particular strategies. We also explored the drivers of UBs and how these may interact.

**British Journal of Healthcare Management**
Prevalence, contributing factors and consequences of workplace bullying against nurse managers [email [library.lincoln@ulh.nhs.uk](mailto:library.lincoln@ulh.nhs.uk) to request full article]
Research has indicated a high prevalence of bullying among nurses, but there has been limited research into bullying among nurse managers. This study aimed to identify prevalence and consequences of workplace bullying, as well as the environmental factors that can contribute to this behaviour, towards nurse managers.

**Emergency Medicine Journal**

[Qualitative study of new doctor induction and socialisation](#)

Junior doctors joining EDs are required to rapidly acquire new knowledge and skills, but there is little research describing how this process can be facilitated. We aimed to understand what would make ED formal induction and early socialisation more effective. Clear themes around helpful and unhelpful consultant support and supervision were identified.

**Occupational Medicine**

[Coronavirus pandemic derived demands and inclusive leadership on junior doctors' well-being](#)

We explored how job-related demands and the role of inclusive leadership as a job resource influenced the well-being of junior doctors during the COVID-19 pandemic. Inclusive leadership as a job resource was associated with junior doctors' reduced burnout and increased compassion satisfaction and buffered the negative effects of psychological demands on their compassion satisfaction.

## Blogs

**CIPD**

[Employee financial wellbeing](#)

Uncertain economic climates can cause numerous risks to the financial wellbeing of the workforce. While more employers are starting to recognise that financial wellbeing is more than just paying employees and providing a few benefits, it is still among the least common areas included in HR wellbeing strategies. This guide provides practical advice on how to take action to promote and support employees' financial wellbeing.

**CIPD**

[Tackling in-work poverty: Guidance for employers](#)

Work can – and should – be a reliable route out of poverty. But with many living in poverty, and living costs now higher, a percentage of your workforce could be struggling to cope. Poverty affects people differently, and it's not always easy for employers to spot. That's why we've teamed up with the Joseph Rowntree Foundation to raise awareness of in-work poverty and encourage you, as an employer, to help loosen poverty's grip.

**NHS Employers**

[Speak Up Month 2024](#)

Every October, the National Guardian's Office highlights the importance of NHS staff having a voice that counts through its Speak Up Month campaign. This year's theme is 'listen up' and will focus on the power of listening and encouraging people to feel confident to speak up.

**Nuffield Trust**

[What proportion of NHS staff are carers?](#)

Being a carer can have a significant impact on someone's ability to work, so what did the most recent NHS Staff Survey reveal about how many NHS staff are also carers? Being a carer can have a significant impact on an individual's health and wellbeing, and is a key reason why people need to reduce their working hours or stop work altogether.

**Nursing Standard**

Move over, micromanagement: what good nurse leadership looks like [email library.lincoln@ulh.nhs.uk to request full article]

Transformational leadership shows everyone their contribution is valued and they have a stake in achieving shared goals. In turn, this leadership approach improves patient care and fosters a happier workforce. But the experts we spoke to say it is far from universal in the NHS, with other types of leadership – such as autocratic and transactional models – still prevailing.

**The Conversation**

In the face of DEI backlash, belonging plays a key role to future success

Inclusion may focus on being seen, accepted and valued within a team. Belonging goes deeper, involving a genuine sense of connection and identity. To truly experience belonging, it's not enough to feel included; five critical indicators must also be present. These elements ensure that individuals feel a deep, meaningful attachment to the group, which inclusion alone cannot fully achieve.

**The Guardian**

NHS pilot uses virtual reality to tackle racism and discrimination among staff

The training, called "Walking in the shoes of …", involves participants wearing a virtual reality (VR) headset and watching videos depicting instances of racism and discrimination by actors within an NHS setting. The clips are based on the transcripts of 133 interviews with NHS employees describing their own experiences of racism while working.

# Podcasts / Videos

**CIPD**

Evidence-based L&D - Learning at the point of need

How often have we taken a course or acquired some knowledge, only to have those skills lie dormant, before being forgotten as there was no immediate use? Would it be more sensible to move learning closer to or at the point of when the skills or knowledge are needed, and if so, how can we better anticipate and create learning to be ready at the point of user need?

# Miscellaneous

**CIPD**

Employee engagement and motivation

This factsheet examines the nature of employee engagement and its benefits, assessing and measuring engagement, and ways to foster an engaged workforce.

**NHS Providers**

Priorities for the NHS workforce: the NHS Trust perspective

This briefing provides an overview of the following areas of NHS workforce policy: Building an NHS fit for the future, The NHS Long Term Workforce Plan, Supporting management and leadership, Pay, Very senior manager pay framework, Chair and non-executive director remuneration, Culture and staff wellbeing, NHS England's equality, diversity and inclusion improvement plan, Staff wellbeing and mental health and Sexual safety.

## 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/