Organisational Development and Staff Wellbeing Bulletin
November 2022

Guidelines, Policies and Reports

NHS England
[Combatting racial discrimination against minority ethnic nurses, midwives and nursing associates](#)
Racism is unacceptable and it has no place in health and care. But we know that it exists and that the impact on colleagues can be devastating. This resource is rooted in professional code and is designed to support nurses, midwives and nursing associates, providing advice on the action you can take if you witness or experience racism. It also supports those in leadership roles to be inclusive leaders.

The King's Fund
[Interoperability is more than technology: The role of culture and leadership in joined-up care](#)
Digital health interoperability has been considered a technology problem. We found that good technology is not enough for interoperability to succeed; relationships between staff and organisations are vital. Staff who do not work well together tend to control digital technologies and medical information in a way that hinders collaborating. We heard that leaders who prioritise building relationships across organisations view digital tools as an extension of these relationships which in turn helps interoperability.

The Health Foundation
[Building an organisational culture of continuous improvement](#)
This evaluation, examining how five NHS trusts attempted to build a culture of continuous improvement, provides lessons about how to plan and implement an organisation-wide approach to improvement. The evaluation finds that a strong culture of peer learning and knowledge sharing is a critical enabler of organisation-wide improvement. The trusts with the highest CQC ratings had a much greater levels of social connectedness between staff than those with the lowest ratings.

Published research

Journal of Health Organization and Management
[Falling through the cracks: the invisible hospital cleaning workforce](#)
[For full article, please request via [article request form](#)]
Few studies have examined the activities and input of hospital cleaners, rendering them largely invisible in healthcare research. The authors examine the perceptions of healthcare professionals and managers, as well as cleaners themselves, of healthcare professionals and managers' role and contribution to quality and safety. Cleaners are not considered part of the "healthcare team" and are excluded from decision-making and interprofessional communication.

Journal of Nursing Management

[Factors that impact Australian early career nurses' intentions to remain in their position and the profession: A prospective cohort study](#)

This study identified factors that impact on early career nurses' intentions to remain in their current position and compare with what impacts on intention to remain in the profession. Most respondents were satisfied with the workplace, but only half wanted to remain in their current position for the next 5 years. The most common reason given for intending to change employers was for a better employment offer. The responses gave an insight into what this "better" employment may look like.

Journal of Nursing Management

[Nurse leaders' work-related well-being—Relationships to a superior's transformational leadership style and structural empowerment](#)

The demanding role of nurse leader means that these professionals experience emotional exhaustion and challenges with work–life balance. They can also be influenced by the leadership style of their own superiors. A nurse leader's work-related well-being was positively correlated with structural empowerment and their superior's leadership style.

Journal of Nursing Management

[Workplace violence and the risk of post-traumatic stress disorder and burnout among nurses: A systematic review and meta-analysis](#)

[For full article, please request via [article request form](#)]

This review examined the association between workplace violence and the risk of post-traumatic stress disorder and burnout among nurses. Compared to their counterparts with non-exposure to workplace violence, nurses experiencing it had 2.13 and 2.25 times higher odds of reporting PTSD and burnout.

Sustainability

[A Human Growth Perspective on Sustainable HRM Practices, Worker Well-Being and Organizational Performance](#)

Care services pose new challenges and opportunities for the implementation of sustainable HRM practices related to worker involvement and well-being because of their relational nature. The article is framed in terms of the job demands and resources model and discusses the impact of sustainable HRM practices on organizational performance in terms of service quality and organizational innovation in social and care services.

Blogs

Medscape

[Stop Calling Nurses Superheroes](#)

Welcome to the world of bedside nursing, where the hours are long, the stakes are high, and the institutional gaslighting is unrelenting. Early in my training as a medical-surgical nurse, my preceptor said to me, "Helping people in their time of need is a privilege. Always remember that." She's right. But it's a privilege we pay for dearly, too often with our lives, our bodies, and our mental health.

NHS Providers

[Caring for the carers: we need to talk about tackling staff suicide](#)

The suicide rate among medical professionals is 24% higher than the national average in England and Wales, with suicide risk highest among female nurses and doctors and male paramedics. This is a deeply concerning toll and it is vital that we understand the risk factors and ensure that we are caring for those who care for us.

NHS Providers

[Utilising inclusive leadership practice to support the NHS and its workforce](#)

Our people are our greatest strength, and, to meet the demands of our population, we must have a workforce that is reflective of that population. We must ensure we are inclusive, so that our people can be themselves and bring their best selves to work. Together, this will enable us to best utilise the wealth and diversity of thoughts, ideas, and insights each of us can bring to the table.

NHS Providers

[The effect of the rising cost of living on NHS staff](#)

Public sector workers are among millions at the sharp end of the rising cost of living. A new survey by NHS Providers has unearthed heart-rending stories of nurses skipping meals to save cash to buy their kids' school uniforms and hospital staff queuing at workplace food banks because they can't afford basic necessities. Many NHS staff are even struggling to meet the cost of getting to work.

Nuffield Trust

[Has Brexit affected the UK's medical workforce?](#)

How have the numbers of doctors in the NHS who come from the EU and the European Free Trade Association changed since the Brexit referendum in 2016? And do certain specialties face particular problems?

SHRM

['Quiet Firing' Is Not the Antidote to 'Quiet Quitting'](#)

Worker disengagement is not a new trend, but it is the latest viral challenge HR leaders are facing. The term "quiet quitters" has recently been coined to describe employees choosing not to go above and beyond at work. Some managers are responding by using "quiet firing" practices. 1 in 3 managers are using passive-aggressive tactics to make work uncomfortable for the employee, in hopes that the "quiet quitter" will just leave.

Podcasts / Videos

HSE

[The HSE Podcast](#)

In this podcast, HSE Chair Sarah Newton and Professor Cary Cooper, one the world's foremost experts on wellbeing, discuss the importance of working in partnership to prevent work-related stress and to promote good mental health.

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/page/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/page/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/