



# Organisational Development and Staff Wellbeing Bulletin

## January 2023

### Guidelines, Policies and Reports

#### CIPD

[A guide to inclusive recruitment for employers](#) and [A guide to inclusive recruitment for line managers](#)

Employers aiming to be more inclusive should also embed inclusive practices in their recruitment process. Recruitment is about getting the most suitable candidate into a role and is crucial for organisations to deliver their goals. However, it is not always clear what makes a candidate 'suitable', and there is potential for bias to creep in. Managers have a crucial role in supporting inclusive recruitment.

#### CIPD

[Inclusion at work 2022](#)

A genuine commitment by employers to create fair and inclusive workplaces is essential to tackle the disadvantage experienced by many at work, based on their background, identity or circumstances. We are seeing change happen, but not at the pace required.

#### NHS England

[Growing occupational health and wellbeing together strategy](#)

NHS Growing occupational health and wellbeing together is our five-year strategy to improve the health and wellbeing services for our NHS people, to keep them safe and healthy, and empowered to pass good care onto our patients.

#### NHS Employers

[Managing industrial action - A guide for managers](#)

A guide to assist NHS employers in England in managing the legal, practical and operational risks presented by the threat of industrial dispute.

#### NHS Employers

[Inspire, Attract and Recruit toolkit: Resources and guidance to support your workforce supply](#)

This resource has been developed for NHS HR professionals, recruitment teams and managers to help inspire, attract and recruit your future workforce.

#### NHS Employers

[People Performance Management Toolkit: make time to talk about all aspects of performance](#)

Practical support to help you develop the skills needed to deal with key management situations confidently and consistently.



## **NHS Employers**

### [Reward communications guide](#)

This guide is designed to help you to effectively communicate your organisation's reward offer to staff.

## **Published research**

### **BMJ Leader**

#### [Leadership Practices and Behaviours that Enable and Inhibit a Continuous Improvement Culture in an NHS Trust](#)

Creating a continuous improvement culture relies on giving frontline staff the support and freedom to identify opportunities for positive, sustainable change and the skills to enable action. This paper analyses the leadership behaviours and practices that support or inhibit the adoption of a continuous improvement culture.

### **European Journal of Innovation Management**

#### [Board diversity and firm innovation: a meta-analysis](#)

It is commonly stated that increased board diversity leads to heightened financial performance via the impact that it can have on innovation. The results of this study show that there is a positive and statistically significant association between board diversity and firm innovation. This association is driven more by cognitive diversity of the board members than by demographic diversity.

### **Journal of Health Organization and Management**

#### [Speaking up as an extension of socio-cultural dynamics in hospital settings: a study of staff experiences of speaking up across seven hospitals](#)

The study aimed to understand the significance of how employee personhood and the act of speaking up is shaped by factors such as employees' professional status, length of employment within their hospital sites, age, gender and their ongoing exposure to unprofessional behaviours. Employee speaking up behaviours appear to be influenced profoundly by whether they feel empowered or disempowered by ongoing and pre-existing personal and interpersonal factors.

### **Sustainability**

#### [The Effectiveness of Humble Leadership to Mitigate Employee Burnout in the Healthcare Sector: A Structural Equation Model Approach](#)

Different leadership models have been proposed by scholars to reduce the effect of burnout in an organisation. Humble leadership (HL), as a people-first approach, has recently gained importance in organisational management literature. Studies have indicated that HL significantly influences different employee outcomes.

### **The Lancet**

#### [Workforce and workplace racism in health systems: organisations are diverse but not inclusive](#)

Racism is a public health threat and there is an opportunity for individuals and institutions to identify and reverse racist policies and practices that lead to unequal treatment, outcomes, and experiences in health care. At present workplaces are increasingly diverse but are not inclusive. Here, we explore this problem and what steps need to be taken to improve inclusivity.



## **Blogs**

### **Institute for Healthcare Improvement**

#### [Defying the Odds to Create Workforce Joy and Well-Being](#)

38 teams across England participated in a one-year improvement collaborative on the topic of enjoying work. They were different types of organizations at various stages of their quality journey, but after a year they reduced the percentage of people experiencing burnout, increased people's joy in work, and increased the percentage who would recommend their team as a place to work.

### **The King's Fund**

#### [6 key questions to help shape diversity and inclusion plans in 2023](#)

Whenever and however we engage in the work of planning and deciding organisational diversity and inclusion priorities, the overarching question to be answered as part of the process is: 'What levers are the organisation going to pull across the year to bring about true and lasting cultural change?'

### **Personnel Today**

#### [How can HR equip leaders to support a wounded workforce?](#)

Workplace mental health is rightfully getting the recognition and investment that is critical for our new world – where frequent and relentless change has become inevitable, and workforces are increasingly struggling with their mental health.

### **Personnel Today**

#### [Maternity discrimination: How to best support returning employees](#)

Government figures show that 77% of mothers feel that they have had a negative, or possibly discriminatory, experience while pregnant, on maternity leave or when they returned. One in nine mothers feel forced by their employer to leave their job while on or returning from maternity leave.

## **Podcasts / Videos**

### **NHS Confederation**

#### [Supporting healthcare organisations to eliminate racism](#)

What role can healthcare organisations and systems play in eliminating racism? Matthew talks to Joan Saddler OBE, director of partnerships and equality at NHS Confederation about its anti-racism strategy and why tackling racism improves conditions for all communities. He also hears from Lena Samuels about the impact of racism on the frontline and why the pursuit of genuine inclusion can be a joyful process.



## Library and Knowledge Services

### 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/>