



Organisational Development and Staff Wellbeing Bulletin

February 2023

Guidelines, Policies and Reports

CIPD

[Employee financial wellbeing: A practical guide](#)

A quarter of employees say money worries affect their ability to do their job. A third say cost-of-living financial worries have impacted their productivity. While more employers are recognising that financial wellbeing is more than just paying employees and providing a few benefits, it is still the least common area included in HR wellbeing strategies. This guide provides practical advice to employers of all sizes and sectors on how to take action to promote and support their employees' financial wellbeing, including the five critical steps to developing an effective policy.

House of Commons Library

[The NHS workforce in England](#)

This briefing covers the NHS workforce in England, including key targets, recruitment and retention issues, workforce planning and Government policy.

Institute for Healthcare Improvement

[Organizational Trustworthiness in Health Care](#) [To access please make a free account or request the article from Library.Lincoln@ulh.nhs.uk]

Trust between patients and clinicians, between clinicians and the health care organizations where they work, and between communities and their health care organizations is essential. Over the past 50 years, however, this trust has measurably declined, particularly in communities of colour.

NHS England

[Listening well guidance – A blueprint for organisations to develop a local listening strategy](#)

This document details the current landscape for listening to our people, and how each vehicle for listening provides a complementary view of employee experience. It also proposes ways that NHS trusts could expand on their approach to listening from local and national surveys through to staff networks and expert forums. It provides a blueprint for organisations to lift and adapt to create their own listening strategies to ensure 'We each have a voice that counts'.

UK Parliament

[Invisible Disabilities in Education and Employment](#)

An invisible disability, or non-visible disability, is an impairment or health condition that is not immediately obvious. This POSTnote provides an overview of invisible disability in the UK. It outlines types of invisible disabilities and relevant legislation and policy. It also discusses the experiences of adults with invisible disabilities, and strategies aimed at increasing access and inclusion for adults with invisible disabilities, focusing on employment, and higher and further education.



Published research

BMJ Open

[A mixed-methods evaluation of unconscious racial bias training for NHS senior practitioners to improve the experiences of racially minoritised students](#)

Students studying for a healthcare degree undertake clinical practice placements. However, these placements are often racially hostile environments that present a daunting prospect for racially minoritised students. 56% of students have been racially harassed while on placement or on campus. This study evaluates the effectiveness of unconscious racial bias training to enhance NHS senior practitioner's recognition of how racial inequalities negatively impact racially minoritised students.

Cambridge University Press

[Elements of Improving Quality and Safety in Healthcare: Workplace Conditions](#)

Reviewing the evidence for three workplace conditions that matter for improving quality and safety in healthcare: staffing; psychological safety, teamwork, and speaking up; and staff health and well-being at work. The authors propose that these are environmental prerequisites for improvement.

Nurse Education in Practice

[It's ok to be different: Supporting black and minority ethnic nurses and midwives in their professional development in the UK](#)

[Access via [article request form](#) [Jan 2023, author Radha Adhikari et al]]

A significant proportion of the UK's healthcare workforce are from Black and Minority Ethnic backgrounds. Evidence shows that this population is under-represented at senior management levels. A collaborative leadership development initiative for BME nurses and midwives, by involving their line managers and mentors, was designed and implemented in a Scottish Health Board.

Blogs

BBC News

[NHS staff cried in safety interviews, says watchdog](#)

The health safety watchdog has said that doctors, ambulance dispatchers and other NHS staff in England have faced "significant distress" and harm over the past year as a result of long delays in urgent and emergency care. The HSIB, which monitors safety in the health service in England, said many staff it interviewed for a national investigation "cried or displayed other extreme emotions" when asked about their working environment.

British Journal of Nursing

[Supporting international colleagues](#)

Sam Foster, Chief Nurse, Oxford University Hospitals, discusses the importance of recruiting internationally educated nurses and the problem of racism that many experience. In a study, 59% of participants had experienced racism at work that was so bad it made it difficult for them to do their job. Participants reported being ignored when they walked into a room, conversations stopping, being excluded from meetings, and their contribution to discussions ignored.



Financial Times

[Why Long Covid rehab must be very, very slow](#)

Judith's experience underscores how, for some with Long Covid, specialist help and a supportive approach by an employer can enable a return to work. However, it is far from universal. The Institute for Fiscal Studies estimates that about one person in ten with Long Covid stops working, and a majority goes on sick leave.

Forbes

[Co-Production: How To Move Beyond Token Gestures For Diversity And Inclusion In 2023](#)

The Equality, Diversity, Inclusion and Belonging (EDIB) field has taken justifiable criticism in the past for token gestures and performance activism. Moving beyond this can be tricky – in order to pave the way for general inclusion, you need to do some deliberate inclusion, which can feel forced or tread too close to positive discrimination, and lead to people thinking you aren't acting authentically.

SHRM

[Viewpoint: What Great Remote Managers Do Differently](#)

Remote or not, the role of a manager at its core remains the same: to motivate employees and organize resources to drive performance excellence. So *what* managers do remains the same; it's the *how* that changes. Many managers are concerned about how to manage their staff when they can't see them.

Podcasts / Videos

CIPD

[Cultural intelligence - Getting smart to make inclusion work](#)

Is cultural intelligence (CQ) the 'secret sauce' to make your equality, diversity and inclusion initiatives bear fruit? We explore the benefits of seeking and improving your personal CQ.

CIPD

[Look ahead 2023: What's keeping your people up at night?](#)

Do you know what's really concerning your people as we enter a new year? As months of crippling industrial action continue, the growing struggle to make ends meet, a new period of recession in the UK and an increasingly tired and burnt-out workforce, what can people professionals – and organisations more broadly – do to support people through the challenges ahead?

CIPD London

[Hybrid Working: How to Create Transformative Spaces](#)

Are you trying to figure out how to deliver change in a hybrid working environment? An interview with Gwen Stirling-Wilkie, an experienced Dialogic Organization Development consultant, change leader, and educator with over 20 years' experience.



Library Services

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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/>