



# Organisational Development and Staff Wellbeing Bulletin

## April 2023

### Guidelines, Policies and Reports

#### NHS England

##### [Looking after your team's health and wellbeing guide](#)

This guide supports any team that is seeking to improve the health and wellbeing of members of the team, through a culture change approach. It is for all teams working in health and care, inclusive of all team forms and functions, across healthcare, primary care, social care and voluntary sectors.

#### TUC and Long COVID Support

##### [Workers' experience of Long Covid](#)

14% of respondents had lost their job due to reasons connected to Long COVID. 66% of respondents said they had experienced one or more types of unfair treatment at work, with 23% saying their employer has questioned whether they have Long Covid and/or the impact of their symptoms. Almost half of respondents reported they were not given all or any of the changes they needed to return to work, and half were not given all or any of the changes needed to manage their job.

### Published research

#### JAMA Network Open

##### [Experiences of Organizational Practices That Advance Women in Health Care Leadership](#)

In light of persisting inequity in health care leadership, women's experiences were captured in this qualitative study to identify organizational practices that support their advancement. Insights into factors that influence efficacy of these practices, including building a supportive culture and mentoring, are discussed.

#### Journal of Mental Health

##### [Moral injury and psychological wellbeing in UK healthcare staff](#)

Potentially morally injurious events (PMIEs) can negatively impact mental health. A considerable proportion of NHS healthcare staff in both clinical and non-clinical roles report exposure to PMIEs during the COVID-19 pandemic.

#### PLoS One

##### [Association between burnout and stigma in physicians](#)

Physicians suffering from burnout are more likely to develop depression, substance dependence, and cardiovascular diseases, which can affect their practices. Stigmatization is a barrier to seeking treatment. This study aimed to understand the complex links between burnout among medical doctors and the perceived stigma.



### **Social Behavior and Personality**

[Visionary leadership and employee voice behavior: Mediating role of self-efficacy](#)

[Available with OpenAthens login or email: [library.lincoln@ulh.nhs.uk](mailto:library.lincoln@ulh.nhs.uk) to request]

Facilitating employee voice behaviour has become an area of interest, and many studies have examined the influence of leadership on employee voice behaviour. We investigated the relationship between visionary leadership and employee voice behaviour, as well as the mediating role of employee self-efficacy.

### **The Joint Commission Journal on Quality and Patient Safety**

[Assessing Leadership Behavior in Health Care: Introducing the Local Leadership Scale of the SCORE Survey](#)

Engaged and accessible leadership is a key component of care excellence. However, the field lacks brief, reliable, and actionable measures of feedback and coaching-related behaviors of local leaders. This study introduces a Local Leadership (LL) scale by examining its psychometric properties, providing benchmarking across demographic factors and work settings, assessing its association with psychological safety, and testing whether LL predicts reports of restricted activities and absenteeism.

## **Blogs**

### **NHS Employers**

[Financial education and wellbeing](#)

Our financial wellbeing web page supports you to develop a robust approach to support your staff with financial wellbeing in the workplace.

### **NHS Employers**

[Investment and upskilling line managers](#)

When you invest and upskill in your employees, you are also investing in the long-term retention of staff.

### **NHS Employers**

[Supporting in-work progression](#)

Supporting staff to progress in their careers, achieve their potential and earn more can be transformational and support with increasing living costs.

### **Personnel Today**

[Employees prefer flexible bank holiday time off](#)

As the UK enters a month with three bank holidays, nearly three-quarters of UK workers are in favour of flexible bank holidays. 72% of workers would prefer flexibility about whether they took bank holidays off, with many feeling that this would better enable them to attend family events as well as enjoy cultural and religious festivals.



## Library and Knowledge Services

### Personnel Today

#### [Three in five would not work for company that doesn't share values](#)

58% would reject a job based on company values. This is especially true of Gen-Z and Millennials, with nine in 10 saying they would leave a job to work somewhere that better matches their values.

### SHRM

#### [Companies Share Successes, Lessons Learned from Hybrid Schedules](#)

Five companies share how their organisations manage hybrid working and balancing employee wellbeing.

### The BMJ

#### [Improving flexible working in the NHS](#)

Flexible working is still too often inflexible in the NHS. Gareth Iacobucci reports on the problem and how the health service needs to tackle it

### Training Zone

#### [Coaching and career breaks: The MAGIC solution](#)

Returning to work after a break presents challenges for both employers and employees, but good coaching can turn a tricky situation into an opportunity for growth. A survey of 1000 new mums discovered it takes nearly six months to readjust, with nearly 25% saying they found the workplace 'completely different'. Indeed, 52% were worried about their return, and 37% were dreading it. Companies therefore must think carefully about how to support their returning employees.

## Miscellaneous

### Journal of Public Health Management and Practice

#### [Leadership Practice—Delivering Clear and Inspiring Messages](#)

The practice of public health leadership often centers around serving as a source of inspiration to others. Clear and inspiring messages are particularly needed in these times of uncertainty and conflict for those who practice public health on the front lines.<sup>1</sup> In this column, a few guiding principles and best practices are offered that public health leaders might consider as they attempt to fashion messages and deliver presentations that are inspiring and clear.

### The BMJ

#### [NHS should trial four day week to tackle burnout and improve retention, says report](#)

The 4 Day Week campaign recently backed an industry pilot testing four day working that saw many of the 61 private sector businesses which took part reporting lower levels of stress and burnout among staff and better retention. The report highlighted that the 12 hour shifts typically worked in the NHS are "far from the norm." Only 14% of nurses in Europe regularly work 12 hour shifts, most of whom are employed in Ireland, Poland, or the UK.



## 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/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/>