



Organisational Development and Staff Wellbeing Bulletin

June 2023

Guidelines, Policies and Reports

CIPD

[Flexible and hybrid working practices in 2023 Report](#)

This report explores the current state of flexible and hybrid working practices from both an employer and employee perspective, providing insights into the wider impact on productivity, performance, employee engagement, wellbeing, organisational culture, and equality, diversity and inclusion.

NHS Employers

[NHS equality, diversity and inclusion \(EDI\) improvement plan](#)

The EDI improvement plan sets out six targeted actions to address direct and indirect prejudice and discrimination, that exists through behaviour, policies, practices and cultures against certain groups and individuals across the NHS workforce. This plan aims to improve the outcomes, experience and culture for those with protected characteristics.

NHS England

[Retaining doctors in late stage career guidance](#)

The guidance provides ten recommendations for systems and employers to consider when supporting doctors in late career, working in secondary care settings, to stay and stay well in the NHS. The recommendations are aligned to the NHS people promise and include holding retirement conversations, supporting flexible working and health and wellbeing.

Nuffield Trust

[All is not well: Sickness absence in the NHS in England](#)

Billy Palmer and Lucina Rolewicz draw on published data to explore the trends in, reasons for, and impact of sickness absence in the NHS. Sickness absence levels tell us about the physical and psychological health and wellbeing of a workforce.

Published research

British Journal of Healthcare Management

[Emotional intelligence and conflict resolution styles among nurse managers: a cross-sectional study](#)

[Email library.lincoln@ulh.nhs.uk for full article]

Nurse managers with higher levels of emotional intelligence are more likely to use the integrating and compromising styles of conflict resolution. Training programmes aiming to improve managers' conflict resolution skills should focus on assessing and increasing emotional intelligence.



Library and Knowledge Services

Human Resources for Health

[Use it or lose it? Identifying reasons for the low use of psychosocial support by hospital staff](#)

Psychosocial support programs are a way for hospitals to support the mental health of their staff. However, while support is needed, utilization of support by hospital staff remains low. This study aims to identify reasons for non-use and elements that are important to consider when offering psychosocial support.

Nursing Management

[Developing a talent management support network for nurses and midwives](#)

[Email library.lincoln@ulh.nhs.uk for full article]

In 2019, a group of NHS organisations set up a talent management support network (TMSN) aimed at helping specific groups of nurses and midwives facing challenges in fulfilling their potential. The network started by supporting nurses and midwives from minority ethnic backgrounds. This article describes the team's experience of setting up and running the network. It also explains how managers and leaders can create a business case for the development of a similar network.

Occupational Medicine

[Shift work characteristics and burnout among nurses: cross-sectional survey](#)

This study aimed to examine the association between shift work characteristics and burnout and exhaustion, and whether choice over shift length influences burnout and exhaustion.

Blogs

HRZone

[Prevention over cure: How OD can save you from failure](#)

For too long organisational development has focused on firefighting. To maximise potential, a more proactive approach to OD is needed.

NHS Employers

[Embedding a healthy speaking up culture](#)

Top tips on how to create a workplace speaking up culture which supports health and wellbeing.

Personnel Today

[How to ensure wellbeing communications are engaging](#)

Employers can often have a comprehensive and varied suite of health and wellbeing benefits, but fail to engage employees or achieve the level of usage they expected to see. This is where the right communications strategy is necessary.

Personnel Today

[Hybrid working: why presence bias is still an issue](#)

Presence bias, where employees who work in the office are rewarded because they are more visible than those who work from home, is still an issue in the hybrid workplace. Andrew Mawson outlines how employers can help eliminate it.



Personnel Today

[Workplace stress: three in five feel mental health has worsened this year](#)

Three in five employees say their mental health has declined this year as a result of workplace stress – and more than half feel employers aren't doing enough to help.

Podcasts / Videos

CIPD

[Evidence-based L&D: Re-engage your learners with the unexpected](#)

Do we need to start thinking differently, perhaps more creatively, to reengage your people with organisational learning? For many, a perception exists that traditional approaches to organisation training have become stale. It's imperative for learning professionals to remain curious and open minded towards new techniques and methods, in order to get the best from their programmes.

Miscellaneous

NHS Employers

[Embracing staff feedback to embed cultural change](#)

A North West trust turned around its staff survey results, through improved staff engagement, a focus on feedback and a major cultural shift.

NHS Employers

[Supporting SAS doctor wellbeing at UHDB](#)

University Hospitals of Derby and Burton (UHDB) was the first trust in England to implement the SAS advocate role in 2021. A wellbeing event was held in March 2023, specifically for SAS doctors to help support and empower the workforce.



Library and Knowledge Services

Library Services

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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/>