Organisational Development and Staff Wellbeing Bulletin
May 2022

Guidelines, Policies and Reports

Fawcett
[Broken ladders: the myth of meritocracy for women of colour in the workplace](#)
The Broken Ladders report centres the voices and experiences of thousands of women of colour at work and explores the different experiences of women from different ethnic minority groups and religions. This research shows that every stage of the career journey, from entering work to senior leadership, women of colour are locked out of reaching their true potential.

NHS England
[Workforce Disability Equality Standard](#)
Data analysis report for 2021. This report focuses on the experiences of Disabled staff in the NHS workforce, who bring valuable knowledge and expertise into the delivery of healthcare and the core work of the NHS.

Published research

CIPD
[Bullying and incivility at work: An evidence review](#)
Interpersonal conflict and uncivil behaviour are remarkably common in the workplace. Incivility at work has negative consequences for employees, teams and organisations. It negatively impacts the attitudes, behaviour and health of staff, leading to higher levels of anxiety and depression, reduced self-esteem and performance, and increased absenteeism and turnover. This evidence review investigates the drivers of bullying and incivility. It considers the most promising solutions for preventing incivility.

BMC
[How To Improve Hospital Employees' Health And Wellbeing: A Staff Consultation](#)
Rather than investing in initiatives devised by the organisation, an essential first step is to engage with staff to hear their views, build trust and identify their needs. As staff needs change, it is important to continue engaging with them to understand how best to support them. Increased pressure is likely to have decreased the time they have to look after their own health and wellbeing, making it even more important that managers engage with and listen to their staff's views.

Blogs

Health and Safety Executive
[Hints and tips for shift-workers](#)
People vary in how they cope with shift work depending on their health, fitness, age, lifestyle, and domestic responsibilities– some adapt well, others do not. Whilst we cannot change our inbuilt characteristics, it is possible to alter our behaviour or make lifestyle changes that may make shift work more tolerable. These hints and tips draw on commonly available advice and best practice from a range of sources and may improve sleep quality, increase alertness and reduce health risks for shift workers.

Insead Knowledge
[Psychological Safety Unlocks the Potential of Diverse Teams](#)
The dissimilar backgrounds of diverse team members often result in clashes unless care is taken to create a psychologically safe environment. To unlock the benefits of diversity, the members of diverse teams need to experience *psychological safety* – a shared belief that team members can express their ideas, questions or concerns and not be embarrassed or ostracised.

Institute for Healthcare Improvement
[Why Developing Individual "Resilience" Isn't Enough to Heal Moral Injury](#)
During the COVID-19 pandemic, health care workers have often been called "heroes" going "into battle." Wendy Dean has found nuanced and troubling comparisons between the health care workforce and military veterans. Dean has written and spoken extensively about moral injury and its prevalence in health care. Here, she discusses what will be more effective than treating burnout and moral injury as issues specific to individuals.

NHS Providers
[The NHS must be more ambitious in combating inequalities faced by disabled staff](#)
As the country's largest healthcare provider and employer, the NHS is uniquely positioned to play a central and pioneering role in tackling inequalities both for disabled patients and its disabled staff.

The HR Director
[The Three Touchstones of Belonging](#)
Public sector HR departments and management teams should be concerned that recent research revealed one-third of frontline government workers feel they do not belong in their workplace. Unless public service employers can better persuade them that they belong, there's a sizable risk of such employees further losing motivation, productivity or leaving their organisation altogether. A 2019 study found that a strong sense of belonging was linked to a 56% increase in job performance, 50% lower staff turnover, and a 75% reduction in sick days.

TrainingZone

[Creating a culture where your leaders are listeners](#)

Building a culture that celebrates inclusivity and democracy starts with the development of managers and leaders who listen intently and make people feel like they matter. Showing people at whatever level in an organisation that they matter is the first step in building a culture that celebrates traits like kindness, inclusivity and democracy.

TrainingZone

[How positive learning culture and upskilling decrease stress](#)

The role of learning and upskilling is not to be underestimated in reducing stress levels. More often than not, we talk about learning in terms of helping people advance their careers. But there's another layer to learning that's super important — feeling good. Learning is a big part of self-care. When you learn, you gain confidence. And when you're feeling more capable, you're feeling less stressed.

Podcasts / Videos

CIPD

[Evidence-based L&D: measuring learning transfer](#)

The knowledge and skills employees acquire during learning and development are only valuable if they can be applied soon afterwards in the workplace. So how can L&D professionals ensure 'learning transfer' is accurately measured and that training has the desired impact?

Make UK

[The Importance of Mental Health Podcasts](#)

Make UK has developed a series of podcasts talking to wellbeing experts and member companies about how they help and support the people that work for them.

The King's Fund

[Leading with compassion: supporting the health and wellbeing of NHS staff](#)

The latest NHS Staff Survey results paint a sobering picture of a workforce under intense pressure. Sally Warren speaks to Annie Laverty, Chief Experience Officer at Northumbria Healthcare NHS Foundation Trust and Steve Ned, Director of Workforce at Barnsley and Rotherham NHS Foundation Trusts, about the role of compassionate leadership in tackling the issues the survey highlights and the practical steps leaders at every level can take to support staff.

Miscellaneous

East London NHS Foundation Trust
[Improving the experience of New Starters trust-wide](#)
Case study - Staff starting at ELFT have sometimes felt that they aren't receiving all they need to do their job properly when they start, which can lead to frustration for both the staff member and their new area of work. A team from all the departments responsible came together to try to test some ideas to help improve the experience of new staff starting at ELFT.

<u>Library Services</u>

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/

<u>Online Resources</u>

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/