Organisational Development and Staff Wellbeing Bulletin
July 2022

Guidelines, Policies and Reports

National Audit Office
Developing workforce skills for a strong economy
This report from the NAO covers the workforce skills system, the scale of the skills challenge that government faces, government's understanding of workforce skills needs and how well government is supporting the development of workforce skills.

NHS England
Flexible working: toolkit for individuals and line managers
NHS England have created two flexible working guides, in collaboration with Timewise and NHS Staff Council.

Royal College of Nursing
Nursing Under Unsustainable Pressure: Staffing for Safe and Effective Care
In March 2022, the RCN invited nursing and midwifery staff from across the UK to tell them about their experiences of the last time they were at work. This survey report provides valuable insight into the realities of staffing levels across the UK, and the impact on nurses and the people they are caring for. Nursing staff in the UK are being asked to keep going in the face of intolerable pressure, with no end in sight.

The International Public Policy Observatory
NHS staff wellbeing: Why investing in organisational and management practices makes business sense
This report makes the business case for investing in the wellbeing of NHS staff. It includes a narrative review of data on the current state of the mental health and wellbeing of NHS staff showing that nearly half of staff reported felling unwell as a result of work-related stress in the most recent survey, that sickness absence had increased, and that there are high vacancy and turnover rates in some Trusts. Research also shows that patient care can be affected by poor healthcare staff wellbeing.

Published research

Sustainability

[Ethical Leadership and Innovative Behavior: Mediating Role of Voice Behavior and Moderated Mediation Role of Psychological Safety](#)

A team of researchers studied the links between ethical leadership and innovative behaviour and how "voice behaviour," (the freedom, or lack of it, employees feel in having their say) affected this relationship. The researchers found that "ethical leadership positively influences innovative behaviour through the mediating role of voice behaviour." They also found that "psychological leadership significantly moderates the mediating effect of voice behaviour on the relationship between ethical leadership and innovative behaviour."

Blogs

Employee Benefits

[How employers can help employees experiencing grief at work](#)

As a nation we have made good progress in supporting wellbeing at work and together we can improve how we handle grief, too. Coping with a bereavement at work is never easy but lack of support from an employer can make things so much worse.

Employee Benefits

[73% have never spoken to their employer about financial wellbeing](#)

Almost three-quarters (73%) of employees have never spoken to their employer or line manager about their financial wellbeing. A quarter were more likely to trust their own research to guide them on pensions and long-term savings, with 19% trusting their pension scheme provider and only 15% their employer, HR or line manager.

Institute for Healthcare Improvement

[Using Quality Improvement to Address Racism](#)

After two years of embracing the discipline of using QI methods to address racism, a team in the UK has seen a reduction in staff-reported incidences of racism by an impressive 90%.

Marie Curie

[How can organisations support grief in the workplace?](#)

Lucy Dennis talks about setting up a grief and bereavement network at work after losing her father. The network is a safe space for peer support, guidance, and vulnerability to discuss grief in the workplace. Research by Marie Curie shows that 58% of employees returning to work following a bereavement felt their performance was affected. Dying Matters found that 56% of employees would consider leaving their role if they felt they had been treated poorly following a bereavement.

NHS Confederation
[Identifying and actioning the needs of your LGBTQ+ staff](#)
Details on using the NHS Staff Survey data to better understand the experiences of your LGBTQ+ people. National data indicates that staff who identify as LGBTQ+ have a more negative work experience than their colleagues. It is therefore essential that NHS organisations take the time to analyse their local data, see what additional support their LGBTQ+ staff need and assure themselves they are addressing any inequalities.

The Nuffield Trust
[Fronting up to the problems: what can be done to improve the wellbeing of NHS staff?](#)
How worried should we be about NHS staff health and wellbeing, and what can be done to address serious concerns? We discussed with experts within the health service, as well as researchers who have been trying to understand the problems and provide suitable and effective responses. Some of this is already well understood, and the actions required have also been mapped out based on the evidence. However, these conversations have also uncovered aspects of the issue that have received less attention.

Miscellaneous

British Journal of Nursing
How to unlock nurse leadership potential
Available via: [journal article request](#) [Vol. 31, No. 13, Jul 2022]
Sam Foster, Chief Nurse, Oxford University Hospitals, considers the recommendations of the new Messenger report that explores ways to develop leadership and management in health and social care. There needs to be consistent approach to tackle the systemic, structural, barriers that exist in the NHS, as they exist in society.

NHS Employers
[Partnership working during organisational change – case study](#)
During a period of transformation, University Hospitals Dorset had to ensure there would be a strong focus on inclusivity as a core value, acknowledging and celebrating workforce diversity as a newly merged trust.

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/