



Organisational Development and Staff Wellbeing Bulletin

December 2022

Guidelines, Policies and Reports

CIPD

[People Profession 2022](#)

It's easy to forget that HR professionals themselves need continuous upskilling and refreshing. 61% of UK HR professionals had to upskill, or reskill, in the last year, with many having to do so in order to meet immediate business needs. 89% had engaged in some form of learning and development in the last year. Only 55% rated their mental health as "good," or "very good," and 30% said that their mental and physical wellbeing was negatively affected by their work.

Demos and The Physiological Society

[Understanding 'early exiters': the case for a healthy ageing workforce strategy](#)

An increasing number of older people are leaving work early (before state pension age) and becoming economically inactive. Poor health is one of the main drivers of this rise in economic inactivity among the over 50s. Most 'Early Exiters' felt like they had no choice but to leave work early, despite the financial risks of doing so. This was due to experiences of ageism and ableism as well as insufficient support from their employers or the NHS.

People Like Us

[Cost of living crisis threatens to widen disparities for ethnic minority workers in the UK](#)

New research reveals professionals surveyed from Black, Asian, Mixed Race and minority ethnic backgrounds say government support will not see them through the next six months, a rate 7% higher than their white counterparts. Ethnic minority professionals are more likely to borrow money, move in with family and skip meals due to the cost of living crisis

Resolution Foundation

[Policing prejudice: enforcing anti-discrimination laws in the workplace](#)

This briefing note is part of a three-year programme of research exploring labour market enforcement. The briefing investigates the scale and nature of workplace discrimination, and considers how anti-discrimination rules can be enforced to greater effect.

The King's Fund

[The health and care workforce: planning for a sustainable future](#)

Health and care is fundamentally a people business, delivered by people, for people; the people who work across health and care are its greatest asset and are key to delivering high-quality care. This has been evident throughout the Covid-19 pandemic with staff demonstrating remarkable resilience and commitment, but this came at a high cost to their health and wellbeing.



Zellis Research

[Closing the gap between talk and action](#)

Senior leaders have recognised the importance of increasing diversity within their workforces and of creating inclusive cultures where employees feel safe and comfortable. But is it a case of too much talk and too little action? This study takes a deep dive into how well organisations in the UK and Ireland are delivering diversity, equity and inclusion, from the employee perspective.

Published research

Journal of Nursing Management

[A mixed-methods systematic review of interventions to improve leadership competencies of managers supervising nurses](#) [for full article, please fill out an [article request form](#)]

Leadership interventions were shown to have beneficial effects on developing different competencies. Managers predominately felt positive about participating in leadership interventions; however, they expressed many difficulties applying what they learned in practice.

Journal of Nursing Management

[Organizational citizenship behaviour as a protective factor against the occurrence of adverse nursing-sensitive outcomes: A multilevel investigation](#)

This study found that the more organizational citizenship behaviour nurses had, the lower their use of restraint(s). For every one unit by which the nurses organizational-citizenship score increased, the odds of using restraints shrank to about “one eighth of the previous level.” Intervention strategies to foster the implementation of organizational citizenship behaviour among nurses may inhibit the occurrence of critical outcomes affecting patients' health and wellbeing.

Personnel Psychology

[After the break-up: How divorcing affects individuals at work](#)

How and to what extent does going through a divorce affect individuals at work? What factors differentiate a lower versus higher impact on work? Do work outcomes improve after a divorce has been completed?

Blogs

BBC News

[Hospital food banks open for NHS staff in Leicester](#)

Food banks have been opened at hospitals in Leicester to support NHS workers struggling with the rising cost of living. The University Hospitals of Leicester (UHL) NHS trust has announced a variety of measures for all employees including the reduction of food costs in canteens, children of staff eating for £1 in hospital restaurants, free facilities to wash and dry clothes on site, and free staff travel on hospital buses.



Library and Knowledge Services

The BMJ

[Partha Kar: It's time for accountability and discomfort about the NHS's workforce inequalities](#)

As the cohort of “non-local” healthcare workers grows, so do the voices showcasing the unfairness that these workers experience. How do you shut down a huge group talking about how they're treated worse because of where they trained or their ethnicity? How do you defend the narrative that their training is good enough for lower grade roles—the ward duties no one else does—but not for higher bands and posts?

NHS Employers

[Adoption, kinship and childcare – how can we better support our workforce?](#)

The NHS aims to be a compassionate, inclusive and a flexible place to work. But we know that family life doesn't always fit neatly into a box or a policy - the NHS Staff Council Equality, Diversity and Inclusion group has had an increasing number of queries from both NHS staff who are growing their families or have new caring responsibilities and also from employers looking to support staff.

NHS Providers

[Turning a culture of improvement into reality: an improvement mindset in practice](#)

It's crucial that we recognise that improvement is a job that is never finished. To use a football analogy, even the very best players have great coaches, and if this shows us anything it's that we can always be improving. Healthcare is a landscape that is constantly changing – demand, patient needs, workforce aspirations, there is always something shifting, and in order to keep up with the pace we need to be constantly reflecting and implementing change accordingly.

NHS Providers

[How trusts are supporting disabled and neurodivergent staff](#)

This Disability History Month, we want to share insights from conversations we have had with some of our members to explore what they are doing and the goals they are working towards.

Nursing Times

[Concerns over nurses on night shifts facing harassment](#)

Nurses working at night need better safeguards in place to protect them from violence and harassment. The warning comes following publication of a report from charity the Suzy Lamplugh highlighting the high rates of harassment faced by people working between 8pm and 6am.

People Management

[Supporting male staff beyond Movember](#)

As the month draws to a close, Dr Bernard Yew urges employers to focus on men's health and wellbeing all year round. Even though men have had an entire month devoted to drawing attention to the specific health and wellbeing challenges they face, male employees are still twice as likely as female employees to feel that their employer doesn't care about their wellbeing.

Personnel Today

[Lack of inclusion blights working lives of many UK Hindus](#)

More than a third of Hindus have had an annual leave request to celebrate a religious festival rejected without good reason and only 5% feel that their organisation is happy for them to take time off for religious festivals.



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/>