



# Organisational Development and Staff Wellbeing bulletin

December 2024

**The aim of this current awareness bulletin is to provide a digest of recent guidelines, reports, research and best practice on Organisational Development and Staff Wellbeing**

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## Guidelines, Policies and Reports

### Acacium Group

#### [Confronting flexible workforce instability in health and social care](#)

The flexible workforce (bank and agency staff) plays a pivotal role in maintaining the health and social care system. This white paper explores actionable insights gathered from over 14,000 professionals working across public and private sectors, revealing key trends in workforce attrition, motivations, and challenges.

### Institute for Public Policy Research

#### [From the frontline: Empowering staff to drive the NHS reform agenda](#)

This report attempts to break free from the cyclical history of NHS 'reform'. It puts forward a new approach that is based on ideas of democracy and decentralisation as the way to achieve better decision-making throughout the NHS. It argues the twin crises in the NHS – low productivity and poor staff retention – are interlinked and reinforce one another. We propose ideas to embed more staff voice into decision-making in the NHS

### NHS Employers

#### [Explaining the total reward offer across the employment journey](#)

Our guide gives an overview of the NHS total reward package and supports line managers to promote the offer at various stages of an employee's career. This guide will support employers to communicate in a clear and simple way all the national terms and conditions and benefits that make up the NHS total reward package

### Nuffield Trust

#### [Safety culture in the NHS](#)

This indicator uses data from the NHS Staff Survey to look at safety culture in the NHS. A good safety culture in healthcare is one that includes value and respect for diversity, strong leadership and teamwork, openness to learning, and staff who feel psychologically safe.

### Nuffield Trust

#### [Violence in the NHS](#)



We examine staff and patient experiences of violence in the NHS. Health and social care employees have had a consistently higher risk of violence at work than other occupational groups in recent years. Incidents may be underreported due to a lack of confidence in the reporting process or an acceptance that it is part of the job.

### Published Research

#### BMJ

Staff retention and mortality [email [library.lincoln@ulh.nhs.uk](mailto:library.lincoln@ulh.nhs.uk) to request article]  
Previous research suggests that survival of patients may be associated with hospital organisational culture. Organisational factors such as culture, staffing, and retention of staff are crucial to patient safety. In a linked study covering nine years of monthly data from all NHS acute trusts in England, Moscelli and colleagues showed that a high turnover of senior doctors and nurses in hospitals is associated with increased mortality for patients admitted for emergencies.

#### British Journal of Community Nursing

Organisational culture is important [email [library.lincoln@ulh.nhs.uk](mailto:library.lincoln@ulh.nhs.uk) to request article]  
The recently published independent culture review of the Nursing and Midwifery Council made shocking reading with its revelations of cultural shortcomings. No doubt people will be asking how a whistleblower's claim of 'a deep-seated toxic culture' in 2023 and the growing fitness to practice case backlog had gone unnoticed. Similarly, Boards of NHS Trusts have, on occasion, been unaware of care and organisational shortcomings.

#### Occupational Medicine

##### [Long COVID in healthcare workers: longitudinal mixed-methods study](#)

This study aimed to investigate the lived experience of Long COVID on a range of healthcare workers, including impact on health-related quality-of-life, use of health services, working and personal lives and household finances. They experienced stigma, distress, grief for their former self and some felt unsupported.

### Blogs

#### Healthcare Leader

##### [Restore joy and empower staff and patients to improve care](#)

As the government encourages every one of us to put forward suggestions on how to improve the NHS in the 10-Year Plan consultation [change.nhs.uk](https://change.nhs.uk), I started to think about some of the issues that my colleagues and I face as we try to navigate a convoluted system in an effort to both deliver and access high quality care.

#### Healthcare Leader

##### [Six steps to support the health and wellbeing of NHS staff](#)

Investing in the health and wellbeing of the NHS workforce – our most valuable asset – is both morally and operationally essential. Prioritising staff health and wellbeing requires more than a series of initiatives, however. It needs to be embedded in your organisation's culture, through your systems, processes and, most importantly, your leadership.

#### NHS Employers

##### [Disability History Month 2024](#)

Find out what happened during the month and access resources to help you support disabled staff in the workplace.

#### NHS Employers

##### [Showcasing your employment offer](#)



Read how Mid Cheshire Hospitals NHS Foundation Trust (MCHFT) created an employee value proposition brochure to communicate its employment offer. The curation of its employee value proposition brochure has been a trailblazer for the good practice of communicating rewards and benefits and importantly it includes the full employment offer available to existing and prospective staff.

### **Nursing Times**

Major changes needed to address nurse mental health 'crisis' [email [library.lincoln@ulh.nhs.uk](mailto:library.lincoln@ulh.nhs.uk) to request full article]

Researchers have called for a "system-wide overhaul" of the NHS in order to address a mental health "crisis" among the healthcare workforce.

### **Royal College of Nursing**

[RCN launches toolkit to help members talk about inclusion](#)

Inequalities can be created when people don't act. This resource aims to empower and encourage people to take action. It has been developed to help people to better understand issues like microaggressions, psychological safety and allyship – as well as actions we can all take to promote equity, how to speak up and get help.

### **Podcasts/Videos**

#### **Mindful Management: Creating a Trauma-Informed Work Environment**

[Authenticity as a Cornerstone of Leadership](#)

When leaders attempt to project a facade of complete control, this can be counterproductive. Instead, Nate Jorgensen says, being upfront with his colleagues resonated well. Furthermore, this transparency built trust in his team and made him more effective in his role. Leaders lead by example, and this approach fosters a culture where others feel more comfortable being open and honest.

### **Miscellaneous**

#### **Florence Nightingale Foundation**

[Advanced Nursing and Midwifery Talent is Being Lost](#)

A comprehensive study shows that advanced nursing and midwifery talent is being lost within the health and social care system. Findings show that internationally educated professionals struggle to have their expertise recognised. The research reveals that the health and social care system is missing opportunities to utilise its international talent: two-thirds of internationally educated nurses and midwives report that their AP experience goes unrecognised.

#### **NHS Employers**

[NHS staff wellbeing needs poster](#)

Lack of access to basic wellbeing needs such as hydration, sleep and sufficient breaks has been identified as a major concern for NHS staff wellbeing and the impact this then has on the health of staff and patient safety. This easy-to-use and editable resource has been designed with the NHS for the NHS, and was inspired by Maslow's hierarchy of needs.

#### **NIHR**

[System-level changes are essential to improve the psychological wellbeing of NHS staff](#)

Researchers reviewed the literature to investigate the causes of psychological ill-health (stress and anxiety, for instance) among nurses, midwives and paramedics. They identified solutions, and produced [guidance](#) for NHS leaders at all levels, and staff, to help implement the suggestions.