



# Organisational Development and Staff Wellbeing Bulletin

## November 2021

### Guidelines, Policies and Reports

#### Health and Safety Executive

##### [Working Minds campaign launches](#)

Work-related stress is now the number one cause of employee sickness absence, with major factors causing work-related stress including workload pressures - tight deadlines, too much responsibility and a lack of managerial support. Our insight also tells us that employers, particularly smaller ones, are not aware of their legal duties or how to spot the signs of stress. Launched by Sarah Albon, Chief Executive of the Health and Safety Executive, at the HSE Health and Work Conference, Working Minds raises awareness about how to recognise and respond to the signs of stress and reminds employers of their legal duty to protect workers and support good mental health to help people to stay well.

#### NHS Employers

##### [Staff psychological support response to COVID-19](#)

Read how the Lancashire Teaching Hospitals NHS Trust has implemented a psychological support service for its staff.

#### NHS England

##### [NHS health and wellbeing framework](#)

This framework is a high-level culture change toolkit aimed at health and wellbeing staff, human resources (HR) and organisational development (OD) staff, HR and OD directors, wellbeing guardians, managers and leaders and anyone with an interest in health and wellbeing.

#### Nuffield Trust

##### [Attracting, supporting and retaining a diverse NHS workforce](#)

The Covid-19 pandemic has had a direct effect on equality in the workplace, and at no other time in recent history has the NHS's duty of care to secure the health, safety and welfare of all its employees been as pressing. Research report with recommendations.



## **Published research**

### **BMC Health Services Research**

['Fix the issues at the coalface and mental wellbeing will be improved': a framework analysis of frontline NHS staff experiences and use of health and wellbeing resources in a Scottish health board area during the COVID-19 pandemic](#)

Frontline healthcare staff working in pandemics have been reported to experience mental health issues during the early and post-peak stages. To alleviate these problems, healthcare organisations have been providing support for their staff, including organisational, cognitive behavioural and physical and mental relaxation interventions. The study aimed to understand the experience of NHS staff relating to the provision of wellbeing interventions between March and August 2020.

### **Psychology, Health & Medicine**

[NHS frontline staff experiences of an in-house psychological support service during the COVID-19 pandemic](#)

Participants were NHS staff accessing the 1:1 psychology support service. They were made aware of the study through an advertisement by the Trust's Organisational Development (OD) department. Volunteers were invited to a semi-structured remote interview by video conference call or telephone. Three main themes emerged from the data: 'The need for a flexible, responsive approach', 'Individual and group benefits' and 'The future of staff support: "we need to invest in staff mentally"'. Accessing the service was seen as personally and professionally rewarding for the NHS staff interviewed. These findings are discussed in relation to the relevant literature.

### **Royal College of Psychiatrists**

[COVID-19 Staff Wellbeing Survey: longitudinal survey of psychological well-being among health and social care staff in Northern Ireland during the COVID-19 pandemic](#)

The COVID-19 Staff Wellbeing Survey is a longitudinal online survey of psychological well-being among health and social care staff in Northern Ireland. The survey included four time points separated by 3-month intervals; time 1 (November 2020; n = 3834) and time 2 (February 2021; n = 2898) results are presented here. At time 2, 84% of respondents had received at least one dose of a COVID-19 vaccine. The survey included four validated psychological well-being questionnaires (depression, anxiety, post-traumatic stress and insomnia), as well as demographic and organisational measures. This survey included both clinical and non-clinical staff.

### **Nursing Standard**

[Individual and organisational strategies to develop resilience in the nursing workforce](#)

The challenges generated by the COVID-19 pandemic have called into question the notion of nursing being an innately resilient profession. Consequently, the pandemic has reinforced the need for individuals, teams and healthcare organisations to foster resilience in nurses.



The article also explores how nurses' resilience can be developed and enhanced from an individual and organisational perspective.

Available via: [Article request form](#) [Journal title: Nursing Standard. Article title: Individual and organisational strategies to develop resilience in the nursing workforce. Year: 2021. Volume & Issue: Volume 36, Issue 11 (November).]

## **Blogs and Features**

### **NHS Employers**

#### [Teamworking, psychological safety and compassionate leadership](#)

In this blog Michael West, senior fellow at the Kings Fund, explores the importance of teamwork and compassionate leadership in creating a sense of belonging for our NHS people and enabling a better experience at work.

### **NHS England**

#### [The Workforce Programmes Director](#)

At North Middlesex University Hospital, staff stories about their experiences play a central role in the Culture and Leadership Programme: not just in diagnosing the problems but in offering solutions.

### **The Clinical Services Journal**

#### [Staff Wellbeing: The Long Road Back To Normality](#)

Lindsay Keeley, patient safety and quality lead at the Association for Perioperative Practice (AfPP) provides an insight into how Trusts can support mental health and wellbeing in the wake of the pandemic.

Available via: [Article request form](#) [Journal title: Clinical Services Journal. Article title: Staff Wellbeing: The Long Road Back To Normality. Year: 2021. Volume & Issue: volume 20, issue 8 (September).]

### **The King's Fund**

#### [Covid-19: healing the people who cared for us](#)

An examination of interviews conducted by advanced organisation development (OD) practitioners working across the health and care system, including recommendations for OD managers.



## Library and Knowledge Services

### **Library Services**

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/>

### **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/>