Leadership Bulletin August 2020

Articles

**Impact of organizational silence and favoritism on nurse’s work outcomes and psychological well-being**
De Los Santos J. *Nursing forum* 2020;1-11.
[The study aimed to assess the impacts of organizational silence and favoritism on work outcomes and psychological wellbeing among nurses working in hospitals. The results of this study provide an insight to the effects of organizational silence and favoritism towards nurses' work outcomes and psychological wellbeing. Improving the channels of communication among the healthcare team is vital to promote inclusivity among healthcare workers and enhance organizational viability.]
*Available with an NHS OpenAthens password*

**Promoting hot debriefing in an emergency department.**
[Debriefing facilitates discussion of individual and team level performance and identifies points of excellence as well as potential errors made. Conclusion: The introduction of a hot debriefing tool in our department has led to real-world changes to cardiac arrest care. The process benefits participants' clinical practice as well as psychological well-being.]

Guideline

**Financial wellbeing guide.**
[The guide highlights how COVID-19 has amplified inequalities and exacerbated financial worries, particularly among women, young people, black and minority ethnic groups, and people with disabilities. The report includes practical guidance to help organisations take action to support their workforce’s financial wellbeing.]
*Freely available online*

**NHS for trusts on agency use during COVID-19: update July 2020.**
NHS Improvement; 2020.
[On 16 September 2019 new agency rules were enacted that required trusts to use only substantive or bank workers to fill admin and estates shifts, with trusts allowed to request an exemption under certain conditions. However, for the rest of the COVID-19 response, trusts will no longer need to request an exemption for any estates and facilities agency workers.]
*Freely available online*

**How to embed flexible working for nurses.**
NHS Employers; 2020.

[This guidance signposts to the latest research and thinking concerning flexible working, highlights what nurses look for in a flexible role, and identifies a number of key enablers to successfully embedding a culture of flexible working.]

Freely available online

Report

Reducing bureaucracy in the health and social care system: call for evidence.
Department of Health and Social Care (DHSC); 2020.

[Open consultation. If you work in health or social care, or did until recently, we want your views on how to get rid of ‘unnecessary bureaucracy’ – tasks and processes that need a lot of work but add little value. This consultation closes at 11:59pm on 13 September 2020.]

Freely available online

Disability in the medical profession: survey findings 2020.
British Medical Association (BMA); 2020.

[This report outlines findings about the experiences of people with disabilities and long-term health conditions studying, training and working in the medical profession. It makes recommendations on the priority areas for action to improve support.]

Freely available online

We are the NHS: People Plan for 2020/2021 - action for us all.
https://www.england.nhs.uk/ournhspeople/

[This plan sets out practical actions for employers and systems, as well as the actions that NHS England and NHS Improvement and Health Education England will take, over the remainder of 2020/21.]

Freely available online

How to do ‘learning’ in practice.
The King's Fund; 2020.
https://www.kingsfund.org.uk/publications/how-to-do-learning-practice

[Health and care organisations too are starting to turn to what can be learned from their experiences over the past few months. The prospect of a ‘learning’ process can sometimes fill us with dread: there is the looming threat of blame or punishment (whether formal or otherwise); or the more demotivating experience of an after-the-fact account of what could have been done better with the benefit of hindsight. [4 min read]]
Professional Development

**Work-Life Integration: Blending Work and Personal Time Successfully.**
Mind Tools; 2020.
[In contrast to work-life balance, work-life integration isn’t about managing conflicting demands on your time and energy. Work-life integration is about managing your schedule in a way that accommodates the ever-changing needs of your organization without forcing you to sacrifice the important things in your personal life.]
*Freely available online*

**Working From Home: Balancing Productivity and Well-Being.**
Mind Tools; 2020.
https://www.mindtools.com/pages/article/working-from-home.htm
[In this article, we explore the possibilities offered by home working, and navigate a path through the pitfalls.]
*Freely available online*

**'A long way to go': ethnic minority NHS staff share their stories.**
The King’s Fund; 2020.
[What is it like being a member of staff from an ethnic minority background in the NHS? The King’s Fund spoke to 12 people about their experiences.]

**Mutual Respect: Bringing Humanity and Fairness to Work.**
Mind Tools; 2020.
https://www.mindtools.com/pages/article/mutual-respect.htm
[We need to create environments in which everyone feels welcomed, fairly treated, and fully supported to do their best. In short, it’s about prioritizing mutual respect. In this article, we explore the benefits of mutual respect. We also outline the challenges to doing so and provide you with practical steps to build mutual respect in your workplace.]
*Freely available online*

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