

# Making People Count



May 2022

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Compiled by John Gale, JET Library (Mid-Cheshire NHS Foundation Trust). Commissioned by Health Education England.

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## Learning and Development

### Government launches Future Skills Unit

**Source:** Personnel Today

**In a nutshell:** What to do after you've finished school can be a hard choice for today's young people. Despite a lot of effort by successive governments there are still problems with getting young people to accept option C and – as part of its Levelling Up white paper – the Government has just set up a Future Skills Unit to address them. The unit's brief includes looking at the data to see where skills gaps exist and creating a more employer-led skills system. Data provided through a government dashboard will tell prospective learners “whether taking a certain qualification in health and social care will go [i.e. lead] on to work in health and social care, or whether they're going to work in retail.”

You can read the whole of this article at

<https://www.personneltoday.com/hr/future-skills-unit-will-help-learners-make-better-choices/>

## People Management

### Collaboration or desperation

**Source:** Harvard Business Review

**In a nutshell:** In this article Rob Cross, the Edward A. Madden Professor of Global Leadership at Babson College, discusses where people go wrong with collaboration. Cross's studies of successful people found that those who are top performers don't have larger networks, just more efficient ones. By collaborating in a more purposeful fashion successful people were 18-24% more efficient than their peers. Successful people engaged in three categories of behaviour:

- Identifying and challenging beliefs that lead us to collaborate too quickly
- Imposing structure in their work to prevent unproductive collaboration
- Altering their behaviour to create more efficient collaboration

The first category – beliefs about ourselves and our roles – was the most important of the three accounting for 50% of the difference between higher and less-high performers. A desire to help can lead us to jump into a project or debate without being asked; a need for status can prod us to drive collaborations back to ourselves and fear can block us from saying “no,” to a collaborative request that we know we can't handle. People should remember that saying “yes,” to one thing can mean saying “no,” to another so you should be clear on these priorities and get comfortable saying “no.” “Don't solve people's problems directly when you jump in. Instead, connect them to the right people, point them to the information or resources they need, or coach them on how to best solve the problem... Don't think that saying “no,” is the only option. Offer choices, such as, “What order would you like me to get these done in?” Create transparency into your capability and capacity and the volume of demands you are already facing. Then discuss true needs and see if there is a different way to accomplish the request.”

You can read the whole of this article at

<https://hbr.org/2022/04/where-we-go-wrong-with-collaboration>

## [Are you suffering from dynamic inertia?](#)

**Source:** Journal of Management Studies

**In a nutshell:** One can, reasonably credibly, divide organizations into three groups: ones which change seamlessly to keep up with the latest changes; ones which are dominant, solid and don't really need to change; and ones which change frantically while getting nowhere. In this study Omid Omidvar, from Aston University, led a team of researchers studying Moody's credit-rating agency who, despite "algorithmic routines designed to enable dynamic adaptation," displayed all the forecasting acumen of the captain of SS *Titanic* during the 2008 financial crisis. The researchers describe a situation in which "organizations dynamically produce inertia by taking actions that fail to produce significant change." This "dynamic inertia," occurs through:

- Bounded retheorization of the algorithmic model (a too narrow range of what you think might change)
- Sedimentation of assumptions about inputs to the algorithmic model (not being able to comprehend the scale of forthcoming change)
- Simulation of the unknown future
- Specialized compartmentation

You can read the abstract of this article at

<https://doi.org/10.1111/joms.12819>

## [Why young nurses went over the top in the Pandemic](#)

**Source:** Journal of Nursing Management

**In a nutshell:** Distinguished psychologist Professor Richard Gregory was amazed when he saw his wife tip a bowl of sugared almonds, placed on the table beside their coffee in a posh restaurant, into her handbag. He decided it was impossible to understand the consciousness of other people, even if you knew them well. That doesn't stop people trying though and the theory of planned behaviour states that three core components shape our behavioural intentions, which in turn determine our social behaviour. These components are attitude (how we feel about doing something); subjective norms (what we think other people will think about doing it) and perceived behavioural control (how well we think we can do it). In this study a team of researchers, led by Yaping Zhong, from Monash University in Australia, used the theory of planned behaviour to explain new nurses', and final year nursing undergraduates' intentions to care for Covid-19 patients in China. 547 nurses took part in the study which found that 63.4% of the participants intended to care for Covid patients voluntarily and 65.6% by non-voluntary assignment. The theory-of-planned-behaviour model significantly predicted 45% of the variance in behavioural intention, subjective norms being the strongest predictor. "Sex, vaccination status and ethical perceptions regarding frontline work significantly correlated with the intention to provide care."

You can read the abstract of this article at

<https://doi.org/10.1111/jonm.13639>

## Can you be creative under pressure?

**Source:** Human Resource Management

**In a nutshell:** Some people thrive on a tight deadline whereas others like a quiet environment, no distractions and six weeks in a shack in the Rocky Mountains. In this study Fangzhou Liu, from Huazhong University of Science and Technology in Wuhan, led a team of researchers investigating the implications of “high pressure to be creative.” They found that “creative performance pressure,” can have both positive and negative effects on employee’s creativity as people see it as either a challenge, or a hindrance. The researchers also found that “promotion focus moderated the relationship between creative performance pressure and hindrance appraisal.”

You can read the abstract of this article at

<https://doi.org/10.1002/hrm.22116>

## Recruitment

### A lot done, a lot still to do

**Source:** Personnel Today

**In a nutshell:** Climbing a mountain can be a delicate psychological balancing act. Spend too long looking upwards to what you’ve still got to climb and you get disheartened; spend too long congratulating yourself on how far you’ve climbed from the car park and complacency and over-confidence can set in. Much the same can be said about efforts to increase racial diversity among the power-that-be in the NHS; progress has been made but there’s still a long way to go. The NHS’ latest [Workforce Race Equality Standard \(WRES\)](#) report show that the number of BAME staff at “very senior,” manager level has almost doubled between 2020 and 2021 and that now 22.4% of the NHS’ staff come from a BAME background. However, BAME groups remain under-represented in board executive positions where they occupy only 12.6% of roles. White applicants were 61% more likely to be appointed after being shortlisted for a role, whereas BAME employees were 14% more likely to enter the formal disciplinary process. And 16.7% of BAME staff said they had experienced discrimination from a manager, team leader, or colleague.

You can read the whole of this article at

<https://www.personneltoday.com/hr/record-ethnic-diversity-in-nhs-workforce-race-equality-standard/>

## Are we really turning into a nation of Reggie Perrins?

**Source:** HR Magazine

**In a nutshell:** In the eponymous TV series Reggie Perrin walks out on his job, wife, and family and fakes his own death by leaving his clothes on the beach. HR experts don’t expect everyone to take such drastic steps but they are worried about the “Great Resignation,” as people reassess their priorities after Covid, and in the context of a favourable job market. Money Penny who – among other things – provide outsourced customer service for the NHS have been asking people about their willingness to switch jobs. Half of the people who took part in their survey had put their jobhunting on hold during the Pandemic. Those between 18 and 24 were most likely to say that they were planning to change their job before the Pandemic, and almost half have successfully done so. A third of British

workers are currently thinking about changing their jobs and half have already started the process. Men were more likely than women to be thinking about a change of workplace as were those aged between 18 and 24. Creative arts and design; environment and agriculture; and accountancy, banking, and finance were the three most-popular choices. Gen Z and those 35-44 were most likely to try and get a job in the creative industries, whereas 25-35 year-olds were most likely to move into business, consulting, and management. The most-important thing that British job seekers took into account was pay, followed by flexibility and the possibilities of remote/hybrid working.

You can read the whole of this article at

<https://hrmagazine.com.hk/hr-news-archives/shifting-attitudes-towards-switching-jobs/>

### Who are you recommending Ned or Homer?

**Source:** The International Journal of Human Resource Management

**In a nutshell:** In the NHS Survey NHS workers are asked whether they would recommend their organization as a place to work. All well and good you might say but what about the people being recommended to the NHS? In this study Viktoria Wieschollek and Katja Dlouhy, from the University of Mannheim, investigated workers who referred other people for jobs in their organizations. They found “a disturbingly high number of participants indicating that they would knowingly engage in a poor employee referral.” A higher level of commitment to the organization reduced the likelihood of recommending a known duffer, whereas strong ties with a person and the presence of a monetary bonus increased the risk of a poor-quality referral. In-group collectivism moderated “the relationship between tie strength and the likelihood of poor referrals.”

You can read the abstract of this article at

<https://doi.org/10.1080/09585192.2022.2060714>

### Is the economy heading for the Grand Slam of bad news?

**Source:** Personnel Today

**In a nutshell:** Data from the Insolvency Service showed that the number of planned redundancies leapt from 8,869 in January 2022 to 18,043 in February. This comes against a backdrop of rising interest rates, soaring energy costs and the disruption caused by the war in Ukraine. The rise in planned redundancies – still about a day’s worth in the early 1980s of course – comes after months of low redundancy rates. At the same time labour shortages continue. According to Claire Warnes, head of education, skills, and productivity at KPMG UK, “there’s no end in sight to the deep-seated workforce challenges facing the UK economy. Once again this month, job vacancies are increasing while there are simply not enough candidates in all sectors to fill them. With unemployment staying low, there are many great opportunities for job-seekers to join or rejoin the workforce in all sectors.”

You can read the whole of this article at

<https://www.personneltoday.com/hr/planned-redundancies-rise-103-in-one-month/>

## Is a degree really worth it?

**Source:** Personnel Today

**In a nutshell:** Universities UK have estimated that almost a million graduate-level jobs remained unfilled at the end of 2020. UUK found that there were 15 million people with degrees, or equivalent qualifications, working in the UK at the end of 2020 but around 16 million positions in graduate roles in managerial and professional occupations. Job vacancies for graduates were expected to increase by 22% in 2022 and the number of UK workers in professional-level employment rose by 647,200. The OECD estimates that while around 14% of the UK workforce is overqualified for their current role, almost twice that (27.7%) are underqualified, and artificial intelligence is expected to increase demand for graduate roles by around 10%.

You can read the whole of this article at

<https://www.personneltoday.com/hr/almost-1m-graduate-jobs-empty-claims-university-body/>

## Wellbeing

### Vodafone rings the changes to support carers and parents

**Source:** Employee Benefits

**In a nutshell:** Vodafone have just unwrapped a new package of support for parents and carers. For employees who care for seriously ill, disabled or older loved ones Vodafone's carer's policy will offer 18 weeks' leave, with the first week fully-paid, for each dependent adult under their care. This brings Vodafone's carers' policy in line with their parental-leave policy, which offers the same to employees caring for a child under 18, with a maximum of four weeks' leave to be taken in any one year. Vodafone's maternity/paternity policy allows employees whose children are born prematurely to delay the start of their leave until their baby is discharged from hospital. Vodafone also offer two weeks' paid leave for expectant parents who lose a baby before the 24<sup>th</sup> week of their pregnancy – a benefit already available to employees who lose a child before their 18<sup>th</sup> birthday. Additionally, the organisation has introduced free access to a care concierge service, provided by Legal and General, to provide support and assistance to employees balancing work and looking after an elderly relative. The service includes a 30-minute phone call with an expert to help employees, and guidance on funding care. Employees can then access discounted services if they need help with finding care, or if they would like a care expert to act on their behalf.

You can read the whole of this article at

<https://www.employeebenefits.co.uk/vodafone-enhances-support-parents-carers/>

### Survey gives thumbs up to remote working

**Source:** Employee Benefits

**In a nutshell:** The fact that people do better working from home has been confirmed by a survey of 700 homeworkers, in 86 countries, carried out by "global compliance and payroll technology," organisation Deel. They found that 59% said that remote working had given them a higher salary and that 64% said it had increased their savings. Three-quarters said it had given them a better work-life balance, 51% said it had improved productivity and

35% said it had helped them get their “dream,” job. 98% of those under 25 said it had helped them to get a promotion.

You can read the whole of this article at

<https://www.employeebenefits.co.uk/59-remote-working-afforded-higher-salary/>

## Remote working – when you know your boss has got your back

**Source:** [The International Journal of Human Resource Management](#)

**In a nutshell:** Trying to work from home with ‘home life’ happening at the same time is not always easy and in this study Maria José Chambel, from the Universidade de Lisboa, investigated the role of family-supportive supervisor behaviours in workers’ work-family management, exhaustion, and work engagement. They studied 318 workers from a bank which implemented telework during the Pandemic and 290 workers at another bank both before and after the Pandemic. The researchers found that family-supportive supervisor behaviour was related to positive outcomes for work-family relationship and also for wellbeing. However, “many of these associations are conditional upon the levels of intensity of telework.”

You can read the abstract of this article at

<https://doi.org/10.1080/09585192.2022.2063064>

## Should every day be a bring your pet to work day?

**Source:** Employee Benefits

**In a nutshell:** Pet-friendly workplaces have reported many advantages with 70% saying that dogs ease stress and improve staff morale. Those people with pets have better cardiovascular health, less stress, lower blood pressure and are less likely to feel lonely. Taking temporary short breaks to play with animals, walking dogs outside and interacting with pets allows workers to step away and come back to their work with a fresh pair of eyes; 51% of people reported an increase in productivity after allowing animals in the office.

You can read the whole of this article at

<https://www.employeebenefits.co.uk/national-pet-daywhat-are-the-benefits-of-having-pets-at-work/>

## Resilience and turnover in new nurses

**Source:** Journal of Nursing Management

**In a nutshell:** In this study Eunhee Lee from Hallym University School of Nursing in Korea, and Jennie C. De Gagne, from Duke University School of Nursing in North Carolina studied factors influencing the turnover of newly-graduated nurses. They found that turnover probability increased steadily and was approximately 20% within two years. Resilience (or lack thereof) was a significant factor affecting newly-graduated nurses leaving their job in a short period of time. The researchers concluded “newly-graduated nurses’ resilience is a significant factor

influencing ... turnover within a short period of time. Personal resources such as resilience and work environment should be considered for retaining newly-graduated nurses.”

You can read the abstract of this article at

<https://doi.org/10.1111/ionm.13613>

### Chinese nurses under Covid

**Source:** Journal of Nursing Management

**In a nutshell:** In this study Aifang Niu, from Army Medical University in China, led a team of researchers investigating Chinese nurses’ quality of life on the frontline against Covid. Common sense might lead one to believe this would be miserable and this is what the researchers found, albeit shedding light on the precise nature of the misery. They studied 102 nurses at the peak of the pandemic and found that they had good levels of compassion satisfaction and burnout but worse levels of secondary traumatic stress. Nurses who worked long hours had more severe secondary stress and nurses with a heavy workload and who were dissatisfied with their wages had greater burnout. Nurses who were unsatisfied with their job had poor compassion satisfaction.

You can read the abstract of this article at

<https://doi.org/10.1111/ionm.13620>

### Burnt out in Belgium

**Source:** Journal of Nursing Management

**In a nutshell:** Also studying burnout during the Pandemic were a team of researchers, led by Yasmine Khan from Ghent University in Belgium. They studied 4552 nurses in that country and found that 70% of them were at high risk of burnout. The main risk factors for burnout were a lack of PPE; changes in workload; and working with Covid patients.

You can read the abstract of this article at

<https://doi.org/10.1111/ionm.13624>

### What kept healthcare workers going in the Pandemic?

**Source:** Journal of Nursing Management

**In a nutshell:** In this study a team of researchers, led by Semyon Melnikov, from Tel Aviv University, studied the “factors affecting the professional functioning of health care workers during the Covid-19 pandemic.” They studied 115 hospital workers and found that “a feeling of contribution to a global effort while treating patients with Covid-19 mediated the relationships between work organization by the management and professional functioning.” The clarity of guidelines for routine procedures and a feeling of contribution to a global effort “positively predicted professional functioning of nurses and physicians during [the] Covid-19 pandemic.”

You can read the abstract of this article at

<https://doi.org/10.1111/jonm.13629>

## Supporting mental health at work

**Source:** Employee Benefits

**In a nutshell:** In this article Claire Neal, Head of Workplace Mental Health at Mental Health UK, discusses some of the ways managers can support workers' mental health at work. These include:

- Avoid making assumptions about how members of their team are coping or what they need
- Prioritize building trust and authentic relationships within their teams
- Ask about everyone's wellbeing, and really listen to the response
- Respond with empathy and be prepared to act on what they hear
- Take practical steps in response
  - Does the team require more resources?
  - Can more training, mentoring, and supervision be provided?
- Consider how much control staff have, or can have, over their roles
  - Allow staff to set their own objectives
- Remind staff about the organization's Employee Assistance Programme
- Role model good practices themselves e.g. taking breaks and logging off at a reasonable time

You can read the whole of this article at

<https://www.employeebenefits.co.uk/claire-neal-can-employers-do-more-to-support-staff-with-stress/>

## Why don't nurses report aggressive patients?

**Source:** Journal of Nursing Management

**In a nutshell:** Given how long sick and worried people are expected to wait for help – in conditions for which the kindest description is Spartan – it's perhaps more surprising that more people don't "lose it," with hospital staff than that a relatively small number of them do. It's still not nice being on the receiving end though and in this study Scott S. Christensen and Barbara L. Wilson from the University of Utah College of Nursing investigated why nurses do, or do not, report being the victim of patient aggression. The researchers examined 65 articles and found that not reporting aggression was down to:

- Nurses' fears, attitudes, and abilities related to reporting
- Nurses' perspective of the "patient-aggression event."

They concluded that "workplace environments are central to most of these factors, emphasizing the importance of nursing and other health care leaders ... [putting] systems in place that promote nurse-reporting behaviours."

You can read the abstract of this article at

<https://doi.org/10.1111/jonm.13618>

### Leading nurses through the Pandemic

**Source:** Journal of Nursing Management

**In a nutshell:** The Pandemic has certainly given researchers plenty to get their teeth into and in this study Saija Sihvola, from the University of Eastern Finland, led a team of researchers investigating nurse leaders' resilience, and how they supported their staff, during the coronavirus outbreak. They reviewed the evidence and found 12 studies which met their quality criteria. They found that nurse leaders' self-awareness, self-reflection, and coping strategies all described their resilience during the Pandemic. "A relational leadership style, supportive and safe work environment, and adequate communication were found to support nurses' resilience."

You can read the whole of this article at

<https://doi.org/10.1111/jonm.13640>

### When masking up gets under your skin

**Source:** Journal of Nursing Management

**In a nutshell:** In this study Rumei Yang, from Nanjing Medical University in China, led a team of researchers investigating the links between PPE-associated skin lesions and anxiety and depression in nurses. 2014 nurses took part in the study and 94.8% of them reported skin lesions, which were positively related to anxiety and depression. Fear activated this relationship, whereas resilience ameliorated it. The researchers concluded "nurse managers should evaluate the occurrence and severity of clinical nurses' skin lesions, arrange reasonable working duration [sic] to relieve skin lesions, provide appropriate psychological support to reduce clinical nurses' fear and implement various strategies to enhance their resilience, thereby decreasing their anxiety and depression."

You can read the whole of this article at

<https://doi.org/10.1111/jonm.13638>