



Organisational Development and Staff Wellbeing bulletin

August 2025

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

agiLab

[Work indifference: a sign of burnout for agile workers that reduces staff support and empathy](#)

Expressions of indifference can be a late-stage indicator of burnout, particularly the 'depersonalisation' element where people emotionally detach from their work. The research found that indifference, rather than the agile working arrangements, provoke strong negative reactions from colleagues, and – even when they know this can be a sign of burnout – colleagues are reluctant to personally offer help and support.

GMC

[Workplace experiences 2025](#)

This year's edition of the Workplace experiences report is based on evidence from our annual survey of thousands of doctors, supported by in-depth interviews and other research. It includes data and insights, to highlight where action needs to be taken to address workplace pressures and help retain doctors. Our data show marginal, but clear, improvements in doctors' wellbeing.

NHS Employers

[Integrated workforce thinking: Practical solutions to support integrated care systems \(ICSs\)](#)

This guide has been written to support employers in integrated workforce thinking, in line with delivering the ICS strategy. All the partners who created this guide have generously shared experiences and offered case studies to help workforce leads and others really think about key issues they need to consider when planning an integrated workforce.

NHS Employers

[People Performance Management Toolkit: Make time to talk about all aspects of performance](#)

Practical support to help you develop the skills needed to deal with key management situations confidently and consistently. The People Performance Management (PPM) Toolkit encourages NHS managers to make time to talk about all aspects of performance with staff.



Published Research

Health Science Reports

[Decision Fatigue in Nursing: An Evolutionary Concept Analysis](#)

Decision fatigue, a critical cognitive challenge for nurses, significantly impacts patient care quality and individual well-being. This concept analysis aims to thoroughly examine decision fatigue in nursing, a consequence of frequent and challenging decisions for healthcare personnel.

Journal of Emergency Medicine

Residue and Resilience: Understanding and Addressing Post-Traumatic Stress Disorder, Compassion Fatigue, Moral Injury, and Burnout in Emergency Medicine [email ulth.library.lincoln@nhs.net to request]

Emergency medicine providers frequently experience psychological distress, often labeled as "burnout." However, this term is frequently used as a catch-all, obscuring key differences between burnout, compassion fatigue, moral injury, and PTSD. These distinct conditions arise from different causes and require targeted interventions. Mislabeling them can lead to ineffective or even counterproductive solutions.

Occupational Medicine

Understanding sickness presenteeism: causes, risks and solutions: guidelines series [email ulth.library.lincoln@nhs.net to request]

Working during recovery from illness or injury can aid rehabilitation by helping employees gradually ease back into their roles via phased approaches. However, research shows that sickness presenteeism can have significant negative consequences. It can hinder recovery, increase the likelihood of future health issues and lead to higher absenteeism. Working while sick can also increase pressure for others to do the same, normalizing unhealthy work practices.

University of Leeds (PhD Thesis)

[Incivility in the NHS: Racially minoritised workers experiences of incivility, its consequences for them and patient care](#)

Workplace incivilities are subtle, disrespectful behaviours that adversely affect staff wellbeing, organisational functioning and patient safety. Despite NHS commitments to equality, diversity, and inclusion, racially minoritised staff face inequities shaped by racism, racialisation and cultural dynamics that remain underexplored in safety research.

Blogs

BBC News

[WHO warns of risks of extreme heat in the workplace](#)

Workers worldwide need better protection from extreme heat as climate change causes more frequent heatwaves

BMA

[Disabled doctors marginalised, finds report](#)

Inadequate workplace support and a culture of ableism is threatening to force disabled and neurodivergent doctors out of the NHS, a BMA report has found. The interim findings of a survey of doctors and medical students with disabilities, long-term health conditions or who are neurodivergent has exposed the extent to which many feel marginalised and unsupported, the association has warned.

CIPD

[Avoiding risks and unlocking rewards around employee engagement](#)



Employee engagement is talked about as a key priority for organisations to improve employee commitment and increase efficiency. But many employers struggle to define what it is and have only a vague sense of its real impact and what drives it. We look at what happens when employees are 'engaged', the risks that come with poor engagement, and explore how employers can reap the rewards of positive employee engagement.

CIPD

[Evidence-based HRM: Navigating evidence for creating effective HR practices](#)

There are growing calls for people professionals to demonstrate the value of HRM and to outline the business case as to why organisations should invest in effective HRM. This has led to a need for people professionals to outline the evidence base for the impact that their policies and processes can deliver. This article presents the principles of evidence-based HR management.

NHS Employers

[Staff engagement at Midlands Partnership University NHS Foundation Trust](#)

Through innovation, using skills and experience within the organisation, and keeping people at the heart of everything it does, the trust created an OD vision to ensure that it continues to build a healthy organisational culture, focusing on key areas that make a difference to staff experience.

NHS Employers

[Transforming workplace culture through an OD approach](#)

Read how Organisation Development colleagues led a system-wide culture transformation strategy with positive, measurable results. The trust recognised that improving staff experience required more than isolated interventions; it demanded a coordinated, inclusive strategy that addressed both cultural foundations and practical concerns.

RCN

[Violence against nursing staff: government must tackle NHS pressures](#)

Punching, spitting and acid attack threats are just some of the behaviours staff in emergency departments are exposed to, the RCN says

Podcasts/Videos

CIPD

[Employee engagement and the evolving psychological contract](#)

The psychological contract – those unwritten expectations between employer and employee, so fundamental to building trust and engagement at work – has dramatically shifted. Once based on the promises of security and long-term service, employees now expect the contract to more closely reflect their values, offer flexibility, and align with a deeper sense of purpose.

Miscellaneous

NHS Employers

[NHS staff wellbeing needs poster](#)

This resource highlights the importance of basic needs to help ensure our NHS people feel healthy at work.