



Organisational Development and Staff Wellbeing bulletin

December 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

The BMA

[Disability and neurodivergence in the medical profession](#)

This report presents findings from a UK-wide survey of doctors and medical students who are disabled and/or neurodivergent and/or have a long-term health condition or conditions. The survey found that, across the system, disabled and neurodivergent medical students and doctors are facing substantial barriers to fully participating and thriving. This has serious impacts on health and wellbeing, confidence, financial situations, and career and study progression for many individuals. It also seriously risks the retention of disabled and neurodivergent medical students and doctors.

The King's Fund

[Securing the NHS workforce for the future: our recommendations for action](#)

The 10 Year Health Plan is hugely ambitious in scope, and its success depends on robust and strategic workforce planning, with clearly defined actions and responsibilities at local, regional and national levels. The people who work in the health and care system represent the greatest and most critical resource when it comes to delivering the improvements and reform to care that is needed.

Published Research

Archives of Public Health

[Long COVID and work in the UK: challenges, support and perspectives](#)

Long COVID (LC) presents significant challenges for working age individuals, leading to major inequalities in access to work, employment and relevant support. This study investigates the workplace support provided to people with Long COVID (PwLC) in the UK, focusing on their return-to-work (RTW) experiences. It encompasses perspectives from both PwLC and managers of PwLC.

BMC Nursing

[Experiences of EU and non-EU internationally educated nurses and midwives in the UK: a scoping review](#)

IENs in the UK face diverse barriers spanning regulation, professional adaptation, social integration, and discrimination. These challenges vary by region of origin, particularly



between EU and non-EU IENs. As international recruitment continues, tailored and sustained action is needed to improve IENs' integration, retention, and wellbeing.

BMJ Open

[Effects of strategies to tackle racism experienced by healthcare professionals: a systematic review](#)

The objective of this study is to evaluate the effect of equality, diversity and inclusion (EDI) training interventions on race inequalities experienced by healthcare professionals.

Mental Health Practice

Breaking the silence: addressing nurse suicide through occupational health [email ulth.library.lincoln@nhs.net to request]

Nurse suicide is an often under-recognised issue in occupational health. High-intensity work, burnout, fatigue and stigma around mental health issues and seeking help place nurses at heightened risk – particularly in the wake of demanding shifts. This article explores factors that contribute to nurses' vulnerability to suicide, as well as strategies for prevention and intervention.

Nursing Management

[Enhancing well-being and resilience in oneself and in the nursing team](#)

Nurses' well-being and resilience are negatively affected by work pressures and unprecedented demand on the healthcare system, against a backdrop of underfunding and staff shortages. Healthcare organisations, nurse managers and nurse leaders have a fundamental responsibility to support staff and develop a more resilient workplace.

Nursing Standard

Addressing the use of individual resilience as a form of gaslighting in healthcare organisations [email ulth.library.lincoln@nhs.net to request article]

While resilience is often promoted by healthcare organisations as a personal coping strategy, this approach risks overlooking systemic issues and structural inequalities that significantly affect staff well-being. This article critically explores the growing emphasis on resilience as a strategy for managing the stresses and demands experienced by nurses. It also examines how an overreliance on resilience can shift responsibility from organisations to individuals.

Occupational Medicine

Bridging the gap: manager support for workers with chronic pain [email ulth.library.lincoln@nhs.net to request article]

Chronic or persistent pain affects a significant portion of the UK workforce and can limit their ability to work effectively. Line managers are often the first point of employee contact for support and act as a gatekeeper for support services such as occupational health. This perspective highlights the urgent need for tools to empower line managers to consistently support employees with chronic pain

Blogs

Labour Research Department

[Supporting neuroinclusive workplaces](#)

Between 15% and 20% of UK adults are estimated to be neurodivergent, but Aegis reports that many people still face discrimination, inaccessible recruitment processes, and a lack of workplace support.

**NHS Employers**[Domestic violence and abuse](#)

The negative impact of domestic violence and abuse can be hugely detrimental to staff wellbeing. It can also create large financial costs for employers through staff absences. Find out what you can do to support your staff.

NHS Employers[Embedding the Workforce Disability Equality Standard](#)

Learn about the Workforce Disability Equality Standard (WDES) and access guidance and resources to help you support staff with disabilities.

NHS Employers[Finding my voice to drive change](#)

Stuart Moore shares his experiences of a hidden disability and how that has driven his commitment to workplace disability equality and inclusion.

NHS Employers[Tell us what you want, what you really, really want?](#)

In this blog, Steven Weeks shares his views on the end of the NHS Staff Survey 2025 response period and reflects on what organisations can do before the results expected in March 2026. He also highlights some new buzzwords and phrases that have come to light in 2025.

The King's Fund[Latest recruitment data for nurses and midwives should sound alarm bells](#)

The dramatic fall in international nurse and midwife recruitment and retention should sound alarm bells. These findings show a substantial slowdown in internationally educated nurses and midwives coming to the UK to work. Behind these numbers are real people who keep the NHS running and care for patients every day, living with the realities of uncertainty, hostility and racism.

Podcasts/Videos**CIPD Podcasts**[Rewriting the rules on workplace conflict](#)

Are traditional grievance and disciplinary processes really delivering fairness at work, or are they creating harm, cost and disengagement? How can HR move beyond legacy, retributive systems towards a more people-centred and performance-focused approach to justice? We explore how organisations can resolve conflict more effectively, and why justice, culture and leadership are inseparable from productivity and performance.

Miscellaneous**NHS Employers**[Building digital skills at Moorfields Eye Hospital](#)

Moorfields Eye Hospital NHS Foundation Trust, one of the leading NHS trusts in England, identified a need to improve digital literacy among its workforce. With over 2,500 staff members and a transition underway from paper-based systems to electronic platforms, including a new electronic patient record system, the trust recognised it needed to ensure all employees could confidently use digital tools. It worked closely with its local further education provider, South Bank Colleges, to develop a bespoke digital programme to upskill staff.