



Organisational Development and Staff Wellbeing bulletin

January 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

NHS Employers

[Safety culture](#)

How to support managers, staff and their trade union safety representatives to create a culture that improves staff safety. This guidance was developed by the NHS Staff Council's Health, Safety and Wellbeing Group (HSWG), through partnership working between unions, management and specialist advisors.

OECD

[Artificial Intelligence and the health workforce](#)

The healthcare sector grapples with increasing challenges such as heightened demand, soaring costs, and an overburdened workforce. Factors contributing to health workforce strain include ageing populations, increasing burden from non-communicable and chronic diseases, healthcare providers' burnout, and evolving patient expectations. AI could potentially transform healthcare by alleviating some of these pressures. But AI in health poses risks to health providers through potential workforce disruption.

Published Research

BMJ Open

[Relationship between staff experience and patient outcomes in hospital settings: an overview of reviews](#)

This review aimed to investigate the relationship between staff experience and patient health and experience outcomes in hospital inpatient settings. Staff burnout, teamwork and communication practices directly impact adverse events and patient satisfaction. These findings guide hospital managers and clinicians in improving health service policies and practices.

British Journal of Healthcare Management

Factors that support the wellbeing of healthcare professionals: an interpretivist phenomenological study [email library.lincoln@ulh.nhs.uk to request article]



There is limited knowledge about the complex experiences that contribute to the wellbeing of healthcare professionals emerging from positive elements of this high-stress job environment. It is crucial to explore the underlying mechanisms that promote positive emotions, rather than concentrating solely on the absence of negative emotions.

International Nursing Review

The challenges and needs of international nurses who are assimilating to healthcare systems in the United Kingdom: Experience from the field [email library.lincoln@ulh.nhs.uk to request article]

The paper explores the barriers and enablers for international nurses who are assimilating to new healthcare systems in the United Kingdom. The paper highlights the challenges of assimilating to a new healthcare environment, the importance of support and the value of 'two-way learning'.

Occupational Medicine

[Prevalence and symptoms of Long Covid-19 in the workplace](#)

The review indicates a significant burden of long-lasting symptoms within the workforce. The top five reported symptoms of Long Covid-19 were dyspnoea during mild and moderate activities, mental symptoms, fatigue and effort intolerance.

Blogs

BBC News

[Winter pressures take toll on NHS staff – survey](#)

NHS staff expect to miss festive events with friends and family amid winter pressures such as staff shortages, sickness and abusive patient behaviour, a survey has suggested.

NHS Employers

[Really saying something... making best use of NHS Staff Survey data](#)

In this blog, Steven Weeks explores how NHS organisations can make the most out of their NHS Staff Survey data, using it to make improvements.

NHS Employers

[Taking a new direction on staff experience](#)

North Bristol NHS Trust saw its NHS Staff Survey results decline in the wake of the COVID pandemic. In response to this, the organisation set about improving its staff-facing communications, addressing inequalities and working towards enhancing overall staff experience. This has led to the organisation increasing its scores in the NHS Staff Survey and being one of the highest scorers in its group.

NHS Employers

[The words they are a-changing](#)

Steven Weeks' blog explores the changing vocabulary in the world of HR and how we can broaden our understanding to improve staff experience.

The King's Fund

[Slaying the leadership zombies inside us](#)

Zombie leadership refers to beliefs and practices that won't die out, despite there being no evidence of their use or value in the modern workplace. Often presented as obvious and rooted in convention, they are rarely challenged, but you can spot them if you know what to look for. For example, zombie ideas about leadership oversimplify and avoid nuance



(‘All leaders are charismatic’), lack hard evidence (‘Leaders are born, not made’) and reinforce elitist hierarchies (‘Only senior staff can be leaders’).

Workplace Wellbeing Professional

[Three in Five Brits Avoid Taking Sick Days When Needed Despite Rising Illness Rates](#)

Temperatures may have plummeted in the UK, but that doesn’t mean people are phoning in sick. A new report shows that three in five Brits admit to avoiding taking time off work for illness when they need it, even as the country sees rising rates of sick leave.

Workplace Wellbeing Professional

[Work-Life Balance Surpasses Pay as Top Employee Priority, Report Finds](#)

Work-life balance has overtaken pay as the primary driver for employees, according to a new report. For the first time in the report’s 22-year history, work-life balance (83%) surpassed pay (82%) as the top motivator for workers.

Podcasts/Videos

CIPD

[Success starts small: Building sustainable workplace habits](#)

Reports show that as many as 92% of New Year’s resolutions fail. Should this discourage us from having goals and aspirations in our professional lives, or could the path to success simply rest on building good habits?

Miscellaneous

CIPD

[Employee voice](#)

Employee voice is the way people communicate their views to their employer. For employees, self-expression in voice often results in feeling valued, increased job satisfaction, greater influence and better development. This factsheet explores employee voice. It looks at the changing nature of voice and influence in the employment relationship, whistleblowing and how employers can create a safe environment where individuals feel able to speak up.

CIPD

[Briefing | How HR can use organisational development to boost skills development](#)

As organisations look for new ways to grow the skills base of their workforce, we examine the role that organisational development (OD) can play in driving up productivity and improving business outcomes

NHS England (eLearning for Healthcare)

[The Art of Honest Conversation programme](#)

Regular constructive feedback to colleagues is a healthy part of organisational culture. Yet sometimes feedback needs to be more direct when challenging unacceptable behaviours. NHS England have developed this session on holding ‘honest conversations’. Initially adapted for the medical training environment, its intention is to support colleagues in the delivery of more direct conversations that are designed to correct unacceptable behaviours and yet to do so in line with the values of compassionate organisations.