



Organisational Development and Staff Wellbeing bulletin

July 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

CIPD

[Flexible and hybrid working practices in 2025](#)

More than a year on from the implementation of the UK Employment Relations (Flexible Working) Act 2023, this report explores the current state of flexible and hybrid working practices from both an employer and employee perspective. It builds on previous findings, providing the latest insights on flexible and hybrid working practices and the wider impact on performance, employee engagement, wellbeing, organisational culture, and equality, diversity and inclusion.

NHS Confederation

[Ten-Year Health Plan: what you need to know](#)

This briefing provides healthcare leaders with an at-a-glance view of the plan's key takeaways and offers the NHS Confederation's unique analysis on the detail.

NHS Employers

[The potential impact of NHS Terms and Conditions of Service on pay gaps](#)

Sections of the NHS Terms and Conditions Handbook, if applied incorrectly, may increase pay gaps. This guidance can ensure correct application to prevent exacerbation of pay gaps.

The Health Foundation

[Balancing acts: Navigating health and work in real life](#)

Health and employment are deeply intertwined. For many individuals, especially people dealing with chronic health conditions or disabilities, managing health and work can feel like an uphill battle.

The Nuffield Trust

[Silence, sexism and stigma: The state of working-age women's health in England](#)

Women spend more years of their life living in poor health than men, including through their working years. This QualityWatch data story shows how the burden of disease affects working-age women and men differently. It considers the health conditions and societal issues behind some of these differences.



Published Research

British Paramedic Journal

[What are the factors that affect female healthcare workers on their return to work after maternity leave?](#)

The factors that affect female healthcare workers on their return to work after maternity leave are multiple, complex and varied. Women need good support from their workplace in order to have a successful transition back to work, and the availability of childcare for shift workers was problematic.

Medical Science Educator

The Influence of Cognitive and Emotional Biases in Medical Specialty Selection: A Path to Burnout [Email ulth.library.lincoln@nhs.net to request article]

Physician burnout remains a critical issue in the medical profession. Problems in medical specialty decision-making may contribute to burnout. We propose that these problems may stem from two main factors: cognitive and emotional decision-making biases and systemic flaws in medical education that diminish physician autonomy and motivation.

Occupational Medicine

[Employees' experiences of chronic pain in the workplace](#)

Between one-third and one-half of the UK population is affected by chronic pain. Effectively supporting people with chronic pain at work requires an understanding of employees' experiences and expressed support needs. This study provides insights into a range of factors that are described as helping or hindering the self-management of chronic pain at work.

Occupational Medicine

Remote work and mental health among employed US adults [email ulth.library.lincoln@nhs.net to request article]

Existing research presents mixed findings regarding the effect of remote work on mental health, suggesting both beneficial and adverse outcomes. This study aimed to quantify the association between remote work status and depression/anxiety risk.

Blogs

British Journal of Community Nursing

[Burnout prevention in the nursing profession](#)

There has been growing recognition of the burden associated with burnout among healthcare professionals, which is associated with high levels of morbidity and even mortality. The following reflections focus on the impact of healthcare worker burnout within the health service and considers ways that leaders and clinicians can foster practices which work towards improved wellbeing.

National Guardian

[Why NHS leaders need cultural intelligence](#)

When leaders develop cultural intelligence, healthcare organisations are able to bridge the gap between well-intentioned policies and real-world psychological safety. Healthcare institution policies may articulate values like inclusion, respect, and safety, but psychological safety depends on interpersonal dynamics and not just structural intent.

NHS Employers

[Evaluating your health and wellbeing programme](#)

Guidance for health and wellbeing leads on how to measure feedback from strategies and initiatives.



NHS Employers

[Health and wellbeing conversations](#)

Guidance for line managers conducting health and wellbeing conversations with staff. A positive staff experience and comprehensive support are crucial for encouraging staff to remain in the workplace.

NHS Employers

[Understanding the workforce implications in the ten-year health plan](#)

Details of the key workforce ambitions highlighted in the government's Fit for the Future: 10 Year Health Plan for England.

NHS Employers

[Update on the employment rights bill](#)

Details of the recently published employment rights bill roadmap and actions for employers.

NHS Providers

[Ensuring an equity-based approach to organisational restructuring](#)

The NHS financial reset means trust leaders are having to make tough decisions whilst also trying to protect patient safety and deliver the best possible care. Whilst restructures and redundancies may be unavoidable, it has never been more important to ensure trust boards bake an equity and person-centred approach into these challenging processes.

NHS Providers

[Inclusive recruitment - five key learnings from trust leaders](#)

Inclusive recruitment and talent management are integral tools to creating an NHS workplace which is representative of the communities served. Yet, in eight out of 10 trusts, ethnic minority staff continue to be less likely to be appointed than white staff after having been shortlisted. Here are a series of insights on embedding inclusive recruitment principles within your trust based on recent conversations.

NHS Providers

[Values to action: Embedding equality, diversity and inclusion in a changing NHS](#)

In this blog, NHS Providers chief executive Daniel Elkeles explains why now more than ever, at a time of seismic change in the NHS, we must continue to treat inclusion as a strategic investment, not a compliance exercise.

Podcasts/Videos

CIPD

[Do leaders establish culture, or are they a product of it?](#)

To what extent does leadership shape organisational culture and vice versa? This episode explores how leadership and culture are co-dependent and what organisations can and should do to cultivate the best of both.

NHS Employers

[Implementing a wellbeing culture: supporting NHS staff to stay well](#)

Watch our webinar to learn more about how two NHS trusts have developed their staff wellbeing offers to improve experience. The webinar provides health and wellbeing leads, staff experience leads, and senior leaders with practical insights on how to create a culture of wellbeing and improve staff experience in NHS organisations.



Books

A selection of new books available from our consortium. These books can be sent to your work address if requested. Please email if you would like to borrow.

Bringing your heart to work: a seven step journey to mental health and well being

By: Hyslop, Hazel

Employee wellbeing : contemporary workplace challenges and evidence-based interventions

By: Vishwanathan, Pooja

Leadership for evidence-based innovation in nursing and health professions

By: Weberg, Daniel R