



Organisational Development and Staff Wellbeing bulletin

November 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

BMA

[Sexism and sexual violence towards medical students](#)

Sexism and sexual violence remain pervasive within medical schools. They are deep-rooted within the culture of academia and throughout clinical placements, influencing the day-to-day experiences of students and shaping the future culture of the profession.

GMC

[The state of medical education and practice in the UK: workforce report 2025](#)

This report presents findings from our analysis of trends in the number, demographics, and place of primary medical qualification of doctors holding a licence to practise in the UK. It explores key issues across the UK workforce, and highlights shifting dynamics within the profession.

NHS Employers

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

The People Performance Management Toolkit encourages NHS managers to make time to talk about all aspects of performance with staff. Whether you are a new or experienced people manager, the toolkit provides practical support and aims to help you develop the skills needed to deal with key management situations confidently and consistently.

NHS Employers

[Sickness Absence Toolkit](#)

This resource is designed to help NHS line managers take a consistent, confident and wellbeing centred approach to managing sickness absence. It guides users through every stage, from prevention to responding when someone calls in sick to supporting their return to work or leaving the organisation.

The King's Fund

[NHS workforce in a nutshell](#)

We know the NHS is facing workforce challenges – but who works in the NHS, what are their roles, and how have numbers changed over time? The NHS workforce is growing,



but demand for care is also rising and health needs are increasingly complex. While headlines often focus on overall staff shortages, the reality is more nuanced.

Published Research

BMC Public Health

[Exploring the link between physician burnout and intentions to retire early](#)

In the light of physician shortage and increasing demands of medical services, losing physicians due to early retirement is becoming a significant problem for healthcare systems worldwide. The aim of this study was to investigate retirement plans and the relationship between burnout and retirement planning.

Clinics in Integrated Care

Banter, bonding or bullying? Supporting LGBTQ+ colleagues in healthcare [email ulth.library.lincoln@nhs.net to request]

This article explores the historical and contemporary experiences of LGBTQ+ professionals in healthcare, focusing on discrimination, inclusion initiatives, and the structural and cultural changes needed to create equitable environments.

Nursing Management

Improving flexible working through electronic team rostering in 24-hour care settings [email ulth.library.lincoln@nhs.net to request]

Flexible working options can be limited when it comes to wards that operate shift patterns covering a 24-hour-period, with staff expected to work a variety of shifts, including night shifts, which can be detrimental to their health and well-being. The service evaluation detailed in this article trialled the use of electronic team rostering (ETR) across two hospital departments. There were overall improvements in job satisfaction and perceptions of fairness, work-life balance and well-being.

Nursing Standard

Fostering psychological safety as part of effective nurse leadership [email ulth.library.lincoln@nhs.net to request]

Psychological safety refers to the belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes. It comprises elements such as open communication, candour and honesty, interpersonal risk-taking and a learning culture. This article discusses the importance of fostering psychological safety as part of effective leadership.

Occupational Medicine

[Working hours and depression in the HEAF cohort](#)

Long working hours and unemployment adversely affect mental health. Modern policies aim to keep adults working to older ages. This study aimed to explore the bidirectional association between working hours and depression among older workers.

Blogs

BBC News

[Why trying too hard may be holding you back at work](#)

Perfectionism has a great reputation. It's one of the most common answers used in a job interview to spin the dreaded "What's your weakness?" into a humblebrag. For many, it's about striving for excellence or working tirelessly to reach the highest standard. But what happens when these high expectations of yourself are exactly what's holding you back?

Forbes

['AI Psychosis' At Work: Mental Health Experts Express Concerns](#)



When the line blurs between human and machine, how do we know what's real? To date there are no science-backed studies that AI can induce psychosis in an employee without a history of the illness. But it's not far-fetched to think that AI could take the minds of employees, not prone to psychosis, to the edge.

Medscape

[What's It Like to Be a Disabled Doctor in the NHS?](#)

"It's a sick irony that the NHS doesn't support healthcare when it comes to its staff," said Dr Liz Murray, a GP in training who left the NHS after a 10-year career due to a lack of support. "It's making the NHS worse, and they're losing doctors because of this discrimination," she said.

NHS Employers

[Empowering BME staff through reciprocal mentoring](#)

Learn how Bradford District Care NHS Foundation Trust used reciprocal mentoring between BME staff and leaders to support career progression.

NHS Employers

[Happier staff, healthier patients: the benefits of flexible working](#)

For Tania Strong, assistant director of people and OD at Bridgewater and the people team at the trust, the starting point of Bridgewater's flexible working journey was a set of underwhelming staff survey results which put them below the national average for community trusts. Since then, the trust has taken a considerable leap forward, an improvement Tania partially credits to flexible working.

NHS Employers

[Managing organisational change with compassion](#)

NHS workforce leaders are navigating urgent asks to make cost savings and workforce reductions against a backdrop of ongoing uncertainty, challenge and service delivery pressures. We know many are working at pace to support their staff through large scale organisational change. We have collated resources and tips to help strengthen local employment practice.

NHS Employers

[Providing rapid-access mental health services for NHS staff](#)

Learn how Cambridgeshire and Peterborough NHS Foundation Trust created a rapid-access mental health service to support its staff.

Podcasts/Videos

Mindful Management

[Building Healing-Centered Workplaces on a Shoestring Budget](#)

Raleigh Barmer shares how his lived experience of homelessness informs his approach to creating psychologically safe workplaces without expensive programs or consultants.

Miscellaneous

NHS Providers

[Tackling bullying, harassment and abuse in the NHS](#)

Bullying, harassment and abuse continue to be a serious issue in the NHS. Ethnic minority and disabled staff remain disproportionately affected, highlighting the need for sustained board led action and culture change. Our peer learning event explored how NHS boards can take practical proactive steps to tackle these challenges, fulfil their statutory duties of care, and create inclusive, supportive workplace where staff feel safe to speak up.