



Organisational Development and Staff Wellbeing bulletin

September 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

Academy of Medical Royal Colleges

[Equality, Diversity, and Inclusion: Supporting Specialty and Specialist \(SAS\) Doctors](#)

This document is intended for employers, specialty, associate specialist, and specialist (SAS) doctors and other colleagues working across the NHS. It aims to help employers ensure that they are supporting SAS doctors and meeting their equality, diversity and inclusion obligations. It sets out a series of actions that organisations can take and supporting case studies.

Centre for Aging Better

[Supporting Disabled Older Workers](#)

This research explores some of the human stories behind the numbers we see reported: of people persevering in jobs because they don't know if a new role would make the same accommodations, of applications going unanswered and interviews clouded by bias, jobs lost because the right support never came, and the pressures of managing health and caring responsibilities around work.

CIPD

[Health and Wellbeing at Work](#)

The CIPD's 2025 Health and wellbeing at work report examines health, wellbeing and attendance trends and challenges. Now in its 24th edition, the report presents evidence to help employers and their people teams make informed decisions about their health and wellbeing policies and interventions to improve employee and organisational outcomes.

NHS Employers

[International Retention Toolkit](#)

This toolkit aims to support a reduction in turnover of international staff in the NHS by enabling them to stay, thrive and build lasting careers. Based on a framework of four pillars, this toolkit brings information, good practice examples and resources together in one place and focuses on what organisations, systems and regions are already doing to create the conditions for all international staff to thrive in the NHS.

Published Research

British Journal of Healthcare Management



From efficiency to humanity: rethinking strategic decision making in the NHS [email ulth.library.lincoln@nhs.net to request]

With major changes planned for the governance of the healthcare system, Joe Home, Sacha Wright and Joe Deegan underline the need for an overhaul of strategic decision making in the NHS, balancing data-driven direction with empathetic services that meet the needs of communities.

Evidence-Based Nursing

Emotional intelligence training may improve nurses' stress levels, communication skills and emotional intelligence levels, reducing rates of nursing burnout [email ulth.library.lincoln@nhs.net to request]

There is a concerning rise in emotional burnout in the nursing population due to the ever-increasing emotional demand and stress levels of working in healthcare. Emotional intelligence training can be implemented into nurses' continuing practice development and undergraduate nursing courses to improve emotional intelligence, communication skills and stress levels.

Human Resources for Health

[Exploring financial difficulty and help-seeking behaviour among medics in the United Kingdom: a cross-sectional survey](#)

An intensifying workforce crisis and industrial action across the UK healthcare system has shed light on financial strains medics in the UK may face. This study explored experiences of financial difficulties and help-seeking behaviours across different demographic groups of medics. Our study has highlighted that LGBTQ + medics and those with a non-UK PMQ may be particularly vulnerable to financial problems as well as those with a disability or caring role.

Blogs

BBC News

[Disabled NHS medic told she's 'not a real doctor'](#)

A disabled doctor, who believes the NHS sees it as "too difficult or inconvenient" to give her support, says she has considered leaving the profession. Dr Alice Gatenby said senior colleagues told her she was "not a real doctor" because her epilepsy means she does not work night shifts.

NHS Employers

[Suicide prevention and postvention](#)

Information on the impact of suicide and how employers can best support their staff through preventative and postvention measures.

NHS Providers

[Supporting international NHS staff during national reform](#)

In this blog, Laura Turner highlights the continuing importance of supporting and valuing the NHS' internationally educated workforce. Internationally recruited staff experience specific challenges in the NHS, which need specific solutions

Nursing Standard

Nurse burnout-busters: 6 things your employer should do [email ulth.library.lincoln@nhs.net to request]

Burnout is one of the main reasons nurses quit the register. Here are six ways employers can reduce the risk and protect staff well-being.



People Management

[Half of workers say poor office maintenance hinders productivity, survey finds](#)

Returning to the office has been a debated workplace topic since the pandemic, but new research suggests employers may be overlooking a basic barrier to productivity: the quality of the office itself. Half of office workers believe their productivity is directly hampered when maintenance issues such as broken heating systems are left unresolved.

The HR Director

[In-person recognition predicted to surge in the era of AI](#)

UK employees believe that the human element of being recognised and appreciated by their managers and peers will surge in importance, as companies look to technologies like AI to streamline their recognition programmes. “If recognition programmes become so automated that the awe and emotion is lost, they’ve failed”.

The HR Director

[“Lies, damned lies and statistics”: why it matters we get menopause at work data right](#)

When it comes to menopause at work, some of the figures that grab headlines or circulate on social media simply don’t stack up. A lot can rest on data-driven decisions which is why it’s critically important we get our facts straight. But how do we know which data can be trusted?

Workplace Wellbeing Professional

[Employers and Staff See Wellbeing Very Differently, Research Shows](#)

Employers and their staff continue to view workplace wellbeing through different lenses, according to new research. The survey found that while most organisations recognise the importance of wellbeing, staff often feel there is less support available than employers believe is in place.

Podcasts/Videos

CIPD

[Enabling high performance working: The organisation lens](#)

Just how important are team dynamics and psychological safety in driving organisational performance? What behaviours do leaders need to model to create an environment of high performance?

CIPD

[Improving organisational outcomes by tackling loneliness at work](#)

Loneliness at work is more widespread – and more damaging – than many realise. But could job design or organisational culture be fuelling the problem? And what can people professionals do to address it? The CIPD’s Good Work Index 2025 report revealed that more than a third of working adults say they sometimes, often, or always feel lonely at work

Miscellaneous

NHS Employers

[Do OD connection events 2025](#)

The Do OD programme supports NHS colleagues working in organisational development to be skilled practitioners who make a positive impact on patient care. Our connection events offer Do OD network members a place to come together and share updates, insights and learning.