



Organisational Development and Staff Wellbeing bulletin

April 2026

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

[AI skills planning: Practical guidance for people professionals](#)

Guidance on how to manage the impact AI-driven change is having on human skills; the key concepts and challenges, and a structure for responding to the profound impact of AI on human skills

CIPD

[People manager guide: How to tackle sexual harassment](#)

Everyone has a part to play in preventing sexual harassment, and managers are at the forefront of identifying and managing any incidents that occur. This guide provides people managers with advice on their role in tackling sexual harassment, with practical steps on enacting policies and reinforcing appropriate behaviour.

CIPD

[Menopause at work: Guide for people managers](#)

Menopause shouldn't be a taboo, and everyone should feel they can have a conversation with their line manager, especially when they need guidance and advice. But how confident do you think a member of your team would feel to talk to you about the menopause?

HPMA

[Leadership in HR: Balancing People and Process](#)

There has been a growing understanding that disciplinary policy and practice can cause significant harm – to the people who are subject to it, to the people managing the process and to the organisations they work for. This new discussion paper is a response to the requests the HPMA has received to provide further support. The Chief People Officers and HR leaders who were interviewed shared their personal insights and experiences.

NHS England

[Workforce Race Equality Standard: 2025 data analysis report for NHS trusts](#)

NHS England has published its 2025 Workforce Race Equality Standard (WRES) report, offering a national overview of race equality across the NHS workforce. While



representation of Black and minority ethnic (BME) staff continues to increase, the report highlights ongoing disparities in career progression, with underrepresentation at senior and very senior levels.

UCL and the University of Leicester

[Parliamentary policy roundtable recommendations for retaining diverse NHS staff](#)

The retention of ethnically diverse staff should be an essential part of the NHS workforce plan and without the contribution of international workers, the healthcare system is at risk of collapse. This report sets out eight core themes which Trusts and Integrated Care Boards should address in order to retain diverse staff.

Published Research

Canadian Journal of Nursing Leadership

Finding the Sweet Spot: Exploring Nurse Practitioner Job Satisfaction, Burnout and Resilience [email ulth.library.lincoln@nhs.net to request]

Nurse practitioners (NPs) report concerning levels of burnout that can negatively impact patient outcomes and job turnover. Promoting a healthy work environment requires a targeted plan that involves colleagues, educators and leaders who together address NPs' workplace tensions.

Healthcare Management Forum

[Promising Practices in Implementing Interventions for Health Worker Burnout: Preventing and Addressing Burnout](#)

Health worker burnout is not a new phenomenon; it existed before the COVID-19 pandemic but has worsened since. Organizations have implemented various interventions to help staff recover from burnout, but few have focused on preventing or addressing sources of burnout. This article addresses this gap by focusing on promising practices and interventions that can be utilized to prevent and address burnout.

Blogs/Editorials

BMJ

Sexual misconduct: "Deeply alarming" rise in cases against doctors [email ulth.library.lincoln@nhs.net to request]

A "deeply alarming" report has suggested a notable rise in the number of sexual misconduct cases against doctors. It is unclear whether the data reflect a real increase in sexual misconduct or an increase in awareness or reporting. Previous work by Unison and the Working Party on Sexual Misconduct in Surgery (WPSMS) found that most incidents go unreported by victims.

NHS Employers

[Flex Evelina: embedding a fair and inclusive flexible working culture](#)

Evelina London shows how a staff-led approach improved access to flexible working, addressed inequality and shaped a more inclusive workplace culture. After identifying racial disparities in access to flexible working, the programme has increased and improved opportunities for flexible working across the organisation.

NHS Employers

[Total Reward Statements: employer actions for April and May](#)

Read the actions we recommend employers should be taking to support the accurate production of staff statements later in the year.

NHS Employers



[Turning reflection into action: why balancing people and process matters in disciplinary practice](#)

Disciplinary processes are among the most challenging areas of people management. They require balance between fairness and compassion, consistency and context, yet too often they are experienced as rigid, emotive and harmful.

NHS Employers

[We need an uncompromising HR response to the rising tide of antisemitism and racism](#)

We know, as a HR community, that Chief People Officers occupy a pivotal position in our organisations. We influence culture, shape policies on conduct and grievances, advise executives on discipline, and set the tone for how intolerance is confronted. Hesitation, or any suggestion that some racism is more acceptable than others, risks normalising behaviour that damages staff wellbeing, patient care, and public trust.

Nursing Standard

Chief nurse's inspirational example of what leadership should look like [email ulth.library.lincoln@nhs.net to request]

How do you spot a good nurse leader? They are visible, regularly walking the wards, speaking to and listening to staff and, crucially, acting on concerns. But how many lead like Kelly McGovern? The chief nurse could have stayed firefighting from behind her desk and done the occasional walkabout, but instead she – along with the deputy medical director – joined the ED, working alongside all clinicians every day for a month. The trust is now in the top five for its four-hour performance, up from 120th.

The HR Director

[Doubt and anxiety are beginning to impact AI implementation](#)

As AI continues to become more integrated across the workplace, a growing confidence gap is emerging among employees, with new research revealing that doubt and anxiety are beginning to impact AI implementation.

Workplace Wellbeing Pro

[Midlife Money Squeeze 'Leaves Employees Managing Financial Pressure in Silence'](#)

Employees in their 40s and 50s are facing increasing financial pressure, with many choosing not to discuss the impact at work, according to new research. The findings highlight how midlife financial strain is affecting wellbeing, performance and retention, while remaining largely hidden from employers.

Podcasts/Videos

The Mindtools L&D Podcast

[Are you levelling up your managers?](#)

Managers are inundated with potential development areas, from technical skills to complex behaviours. But are you focusing on the right ones?

Miscellaneous

NHS England

[Online course – nurturing compassionate and inclusive NHS cultures](#)

A free, flexible online course for those working to create compassionate and inclusive cultures in health and social care through collective leadership. This new course, broken up into bite-sized components, provides you with an introduction to compassionate cultures and how to use the Culture and Leadership Programme approach and resources. It is focussed on equipping you with practical knowledge, skills and support, helping you to undertake your own culture transformation journey.