Organisational Development and Staff Wellbeing bulletin

January 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
General Medical Council Equality, diversity and inclusion: Targets, progress and priorities Fairness is one of the defining challenges facing the medical workforce today. Deep-rooted inequalities continue to shape careers, distort opportunity and weaken the culture of healthcare. These undermine the very differences that should enrich the profession and connect it to the diverse patient population it serves. **NHS Resolution** Supporting Neurodivergent Practitioners: The Role of NHS Resolution's Practitioner Performance Advice Service This publication compiles key guidance on recognising neurodivergence within the healthcare workforce and outlines employer responsibilities. Our goal is to help employers recognise when neurodivergence may underlie performance concerns, understand how to address these issues appropriately, support practitioners, and maintain patient safety.

Published Research
Journal of Surgical Education Diversity in Surgery: Ethnic, Gender, and LGBTQ+ Representations Among United Kingdom Surgical Residents and Consultants Diversity within the surgical workforce is not just a matter of equity, but a determinant of quality in patient care. Studies consistently show that diverse healthcare teams achieve better outcomes, higher patient satisfaction, and improved team functioning. Within surgery women, ethnic minorities, and LGBTQ+ individuals remain markedly underrepresented. **Nursing Standard** Providing tailored support to neurodivergent nursing students during their placements [email ulth.library.lincoln@nhs.net to request] In recent years, there has been an increase in the reported numbers of neurodivergent nursing students. However, there are several barriers to making reasonable adjustments for neurodivergent students in placement settings. This article explores how to provide personalised support to neurodivergent students that is tailored to their needs and enables them to thrive during placements.

Occupational Medicine

[Relative impact of psychosocial factors on burnout across healthcare professional roles](#)
High demands and limited resources characterise the work of healthcare professionals, often resulting in negative outcomes, including burnout. Yet, how burnout is affected by demands and resources may vary depending on professional roles. Addressing burnout and supporting healthcare professionals' well-being requires tailored interventions for specific work-related factors alongside broader strategies for the widespread challenges of burnout.

Blogs

Bayes

[Better line managers would substantially reduce NHS staff quits, research finds](#)
A single point increase in NHS Survey perception of managers lowers staff intention to leave by 17 percentage points, according to new academic research. The importance of manager quality is a more significant determinant of staff retention than how employees perceive the quality of their job, even when removing pay as a factor.

BBC News

[Are bodyworn cameras helping NHS staff deal with abuse?](#)
It is just over two years since bodyworn cameras were introduced at the Queen's Medical Centre (QMC) in Nottingham. The move formed part of the hospital trust's response to a rise in abuse aimed at staff by patients, their relatives and members of the public. So have the bodyworn devices made any difference?

NHS Employers

[Access guidance to support your workforce during Ramadan](#)
Ramadan is expected to begin on 18 February 2026. Read our guidance to help both managers and staff during this religious period of fasting. By supporting fasting colleagues during Ramadan, managers and NHS organisations can improve staff wellbeing, productivity and strengthen the sense of belonging within the workplace.

NHS Employers

[Partial retirement: a flexible retirement option](#)
Read how flexible pension options, in particular partial retirement, help trusts support and retain experienced staff. For SWB NHS Trust, introducing partial retirement led to improved staff turnover, decreasing from 15 per cent to 9.5 per cent, which reflects a more stable and satisfied workforce.

Nursing and Midwifery Council

[New forum to support diaspora nursing and midwifery professionals](#)
The Nursing and Midwifery Council (NMC) has relaunched a key strategic forum to strengthen its support for diaspora nursing and midwifery professionals – those who have joined the UK workforce from around the world.

Personnel Today

[Revamp of Disability Confident scheme to encourage employers](#)
The government has said it is reforming Disability Confident, the scheme designed to encourage employers to recruit and retain disabled people and those with health conditions.

The Guardian
[NHS staff face 'national emergency' as patient violence hits 285 incidents a day](#)
Nurses, doctors and paramedics are reporting tens of thousands of violent and sexual assaults by patients every year, amid warnings that the abuse of NHS staff has become a national crisis. "Most trusts say they have zero tolerance and then do nothing about it."

The HR Director
[2026 marks the great leadership reset](#)
After years of global upheaval—from the pandemic to geopolitical conflict and the AI-driven shake-up of entire industries—the traditional workplace is on the brink of a tectonic shift. Depression and anxiety cost the global workforce 12 billion working days per year and only 23% of employees claim to remain engaged at work. The old paradigm of "command-and-control" leadership is fading.

The King's Fund
[Feeling our way forward: emotions, leadership, and the future of care](#)
What happens when leaders face organisational anxiety head on? From the outset of this work, we deliberately dived into exploring the tension and discomfort that people often experience when working in organisations whose purpose is to care for sick and dying people. This was so we could examine what honestly acknowledging the more challenging aspects of working life could mean for leaders and their teams.

Podcasts/Videos

CIPD
[Closing skill gaps from within: the case for internal mobility](#)
In a tight labour market and amid rapid skills change, organisations face growing pressure to retain critical capability and reduce reliance on external hiring. Yet many employees still can't see a future inside their organisation, and unclear progression continues to drive attrition. Could strengthening routes for internal mobility provide the strategic response needed to address these challenges?

CIPD
[Priorities for the People Profession in 2026](#)
2026 is set to be another challenging year for organisations and the people profession. As economic uncertainty continues and AI adoption accelerates, where should the profession focus its efforts? How can job design and management capability drive productivity without increasing burnout? And what skills do people professionals need to navigate the year ahead?

Miscellaneous

NHS Resolution
[Preventing and managing workplace violence webinar resources](#)
NHS Resolution hosted a national webinar focused on tackling workplace violence (WPV) in the NHS. The event brought together speakers from NHS trusts and partner organisations to share the workplace violence report and how claims learning, local data analysis, implementing local violence reduction strategies, and being responsive to staff after incidents are helping create safer working environments for NHS staff.