



Organisational Development and Staff Wellbeing bulletin

February 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

[Reward survey: Focus on employee benefits](#)

This report examines our survey findings on UK employer benefit practices and gives insights and recommendations to maximise the impact of your employee benefits offering and investment decisions. Our survey found that organisations are missing opportunities to align benefits to enhance employee wellbeing, boost employee productivity, and increase employee retainment and engagement.

Johnson & Johnson

[Behind the mask: The hidden toll of surgeon burnout](#)

Survey insights from more than 1,500 surgeons across five countries - plus direct feedback from interviews - shine a light on how these clinicians are under mental, physical and emotional strain, the crucial need for solutions, and the devastating cost of inaction. The pressures of surgery are expected. The systems around it turn stress into burnout.

Mental Health UK

[The Burnout Report 2026](#)

High stress levels and mental health-related sick leave persist in the UK workforce, with chronic pressures going unaddressed and too few employers supporting recovery from burnout. With the right understanding and commitment, we can create workplaces that not only prevent harm, but actively promote good mental health and ensure that people feel valued, engaged, and fulfilled in their work.

Nursing and Midwifery Council

[NMC Professionals Survey Full Report](#) and the [Spotlight Report](#)

The NMC's annual insight report, with responses from almost 38,000 nurses, midwives and nursing associates. Over half of respondents are satisfied with their day-to-day work, yet only a small minority are likely to recommend a career in nursing and midwifery. A concerning number of professionals are struggling with their workload and at a high risk of burnout. 70% of respondents reported experiencing harassment, bullying and abuse in the workplace.



Skills for Care

[Allyship resources](#)

Understanding allyship is the first step - putting it into practice is what creates real change. This page brings together practical tools and guidance to help you embed allyship into everyday leadership and team culture across adult social care. Allyship is not a one-off action. It is a consistent commitment to behaviours that promote fairness, challenge inequity and strengthen belonging.

Published Research

BMJ Leader

Healthier together, happier forever: a leadership reflection on cultural healing in the emergency department [email ulth.library.lincoln@nhs.net to request]
Emergency departments are high-pressure environments prone to staff burnout, emotional fatigue and interprofessional tension. In 2024, a serious interpersonal conflict at Labuan Hospital's ED exposed deeper issues in team trust, inclusion and psychological safety. Recognising that punitive or disciplinary approaches would not address the root causes, departmental leadership opted for a relational and culturally grounded healing response.

Nursing in Critical Care

Overcoming Workplace Struggles: The Mediating Role of Trauma-Informed Climate on Psychological Well-Being, Emotional Resilience and Job Performance Among Critical Care Nurses [email ulth.library.lincoln@nhs.net to request]
Critical care nurses face persistent high-stress conditions that can compromise their mental health and job performance. In response, there is growing recognition of the value of a Trauma-Informed Climate, which provides a framework that promotes psychological safety by acknowledging the impact of trauma and fostering supportive practices to enhance emotional resilience, well-being and job functioning in this demanding field.

Blogs

NHS Employers

[Implementing team-based rostering across multiple wards](#)

A 2023 staff questionnaire specifically aimed at roster reviews at ward level at Salisbury NHS Foundation Trust revealed only 55 per cent satisfaction with traditional rostering, citing restricted choice, limited flexibility and unfairness. Building on pilot runs in 2020, where 87 per cent of staff reported positive impacts, the trust rolled out team-based rostering across 21 inpatient wards including Emergency Department, with the aim of improving staff wellbeing, satisfaction, and continuity of patient care.

NHS Employers

[Our Future Our Way: Creating the conditions to thrive and improve wellbeing](#)

Learn how Leicestershire Partnership NHS Trust made sustained improvements to staff experience by co-designing their wellbeing programme. To ensure meaningful and lasting change, the programme needed to be co-designed with staff, for staff. The trust shaped what became their Our Future Our Way programme, a collaborative approach grounded in staff insight, shared ownership and collective improvement.

NHS Employers

[Rest, rehydrate, refuel project](#)

Sherwood Forest Hospitals NHS Foundation Trust was keen to introduce the Royal College of Nursing's (RCN) rest, rehydrate and refuel initiative, and did so through a project led by one of the chief nurse clinical fellows. First, staff were surveyed to understand the current situation and any barriers they may face. This was followed by a trial on two pilot wards, before rolling out a trust-wide campaign.



NHS Employers

[Sleep, fatigue and the workplace](#)

Working in a healthcare environment can be physically, mentally and emotionally challenging. Stressful days, long shifts without enough breaks, and night shifts that go against the body clock can often lead to sleep deprivation and fatigue. This article contains information on how sleep and fatigue can impact on the health of staff, with practical recommendations for improving the quality of sleep and rest.

NHS Employers

[Supporting disabled staff in the workplace](#)

Access our disability infographic, hidden disabilities video, learn about the Workforce Disability Equality Standard and read guidance to help you improve the experiences of disabled staff in the workplace.

MHFA England

[The cost of workplace silence: Nearly half of employees feel unsafe speaking up at work, new research reveals](#)

New research from MHFA England reveals that 45% of UK employees feel unable to raise mistakes or risks at work. This silence is not just damaging for individuals, but costly for organisations too – affecting productivity, quality, and the risk of preventable errors.

The HR Director

[Managers' most dreaded work scenarios, revealed](#)

New research has revealed that having to make someone redundant, delivering negative feedback, and colleagues challenging their authority are the workplace scenarios keeping managers up at night. The findings also reveal that a lack of training could be fuelling managers' discomfort when handling the everyday challenges of their role.

The HR Director

[Seniority confidence gap when it comes to speaking up about workplace bullying](#)

New research has revealed a seniority confidence gap when it comes to speaking up about workplace bullying and harassment. Junior colleagues are twice as likely (54%) as senior leaders (27%) to say that speaking up about workplace issues feels 'pointless' because 'nothing meaningful will be done about it', revealing a significant confidence gap.

The HR Director

[The rise of pleasanteism, the pressure employees feel to appear "fine" at work](#)

Nearly seven in ten UK employees are now pretending to be well at work when they are not, marking a sharp increase from 51% reported in 2021. Employees cited money worries (49%), a lack of understanding from management (26%), and negative stigma around health (19%) as the main reasons for concealing health concerns in the workplace.

Podcasts/Videos

CIPD

[How to make learning stick and drive performance](#)

Does sustained performance depend less on the learning event itself and more on the environment in which it is applied? In modern workplaces – shaped by operational pressures – employees often return from training motivated and well-intentioned, yet without the time, permission or support to put new skills into practice. Without the right conditions, learning quickly fades and performance remains unchanged.