



# Organisational Development and Staff Wellbeing bulletin

March 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

### Carers UK

#### [Supporting carers at work: A focus on health and wellbeing](#)

For unpaid carers, health and wellbeing support in the workplace can be a lifeline. Caring responsibilities often bring additional pressures, making it essential that employers recognise and respond to these needs, otherwise carers can be at risk of struggling to combine work and care.

### House of Commons Library

#### [NHS workforce: Size, characteristics and staffing levels](#)

A summary of the size and characteristics of the NHS workforce, including the number of hospital doctors, nurses and GPs. It covers workforce diversity data, NHS staff turnover and safe and temporary staffing policies.

### NHS England

#### [The National Education Training Survey](#)

The National Education Training Survey (NETS) is the only national survey open to all undergraduate and postgraduate students and trainees undertaking a practice placement, training post or work-based learning in healthcare as part of their education and training programme. It asks questions about wellbeing and experience, patient safety and raising concerns. Visit the [reporting data tool](#) to see the results by trust.

## Published Research

### Academic Emergency Medicine

A Scoping Review of Teamwork, Patient Safety, and Clinician Well-Being in the Emergency Department [email [ulth.library.lincoln@nhs.net](mailto:ulth.library.lincoln@nhs.net) to request]

Emergency departments (EDs) are high-stakes environments where crowding, boarding, and frequent exposure to violence amplify risks to both patients and staff. Conceptual frameworks suggest interdependence between teamwork, well-being, and patient safety. Our objective was to conduct a scoping review examining the intersections between teamwork, patient safety, and well-being in EDs.



### **BMC Nursing**

#### [Beyond alarm fatigue: nurses' experiences of behavioral nudge fatigue in digital clinical environments](#)

Digital health technologies such as electronic health records, clinical decision support systems, and reminder mechanisms are increasingly integrated into nursing practice to enhance patient safety and support clinical decision making. While these systems function as behavioral nudges intended to guide clinical actions, sustained exposure to frequent alerts and reminders may generate unintended cognitive and emotional consequences for nurses.

### **British Journal of Radiology**

#### ["Lead like a woman": strengthening healthcare, medical imaging, and oncology through female leadership](#)

Women are overall underrepresented in high-level leadership positions across organizations, particularly in the fields of healthcare, medical imaging, and oncology, despite the majority of the workforce in these industries being female. Women leaders often remain in these roles for shorter times, despite evidence documenting their value in increasing team wellbeing, productivity and collaboration. There is an urgent need to harness the potential of female leadership.

### **Emergency Nurse**

Beyond burnout: moral injury and emotional resilience among emergency clinicians [email [ulth.library.lincoln@nhs.net](mailto:ulth.library.lincoln@nhs.net) to request]

This article discusses moral injury as a central hazard of UK emergency practice. The author discusses how developing moral resilience requires systemic change, including measures such as protected reflection time, peer support networks and compassionate leadership.

### **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.

### **News/Blogs**

#### **NHS Employers**

##### [Bereaved partner's paternity leave](#)

From 6 April 2026 bereaved partner's paternity leave will come into effect, applying when the mother or primary adopter of a child dies within the first year after birth or adoption. The legislation provides the surviving partner with protected time away from work to take on the child's care. See full details and actions employers need to take.

#### **NHS Employers**

##### [Celebrating long service in a meaningful, inclusive and cost-effective way](#)

Discover how (NHS SCW) CSU brought more than 800 colleagues together for its first virtual long-service awards.



## **NHS Employers**

### [NHS Staff Survey results 2025](#)

The NHS Staff Survey 2025 has been published. Full results are available on the [NHS England Staff Survey Centre website](#). Overall, the 2025 findings show little movement from 2024, with most scores remaining stable but some key indicators declining.

## **NHS Employers**

### [Think Flex First: why flexible working matters more than ever in the NHS](#)

Think Flex First NHS is a cultural change that encourages employers to build flexibility and choice into roles from day one. It promotes a proactive approach to job design and service planning, ensuring flexibility is an employer-led offer rather than something staff must request.

## **Nuffield Trust**

### [Navigating complexity: moral distress among NHS chief executives](#)

With financial constraints, record waiting lists and recent staff strikes, the role of being an NHS chief executive has arguably never been harder. But what impact is it having on those health service leaders? Thea Stein has spoken to a number of NHS chief executives about the difficult choices they confront in their everyday work and the moral distress that may accompany those decisions. This long read reveals what was said, and emphasises the importance of making the NHS a psychologically safe place to work.

## **The HR Director**

### [Is hybrid working impacting workers' health?](#)

A new study has looked into how work setups impact our wellbeing and productivity levels throughout the day. Across a small focus group of 20 hybrid workers, respondents were asked to track their movements daily for one week.

## **Workplace Wellbeing Professional**

### [Nearly Half Of Employees 'Fear AI Impact' As HR Leaders Underestimate Anxiety](#)

AI adoption is accelerating in the workplace – but new research suggests that concerns about job security and oversight remain high among staff. Hannah Walton, General Manager, Access People, said, “Now is HR’s moment to lead. The anxiety around AI is real – but so is the potential. People leaders who embrace change while acknowledging concerns will be the ones who shape the future of work, not just react to it.”

## **Podcasts/Videos**

### **Mindful Management**

#### [Mindfulness at Work: Creating Space for Honesty, Grief, and Better Leadership](#)

Mindfulness in leadership isn't about productivity hacks or relaxation. It's about creating space for awareness, self-compassion, and honesty so that people can navigate the difficulties in life without losing their wellbeing.

## **Miscellaneous**

### **NHS Employers**

#### [Routes into the NHS](#)

There are various routes available into NHS careers that complement traditional training and recruitment. This resource helps employers identify pathways and consider additional routes that can be used to support workforce challenges, strengthen workforce supply, recruit from the local community, and build career pathways and progression.