



Organisational Development and Staff Wellbeing bulletin

May 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

[The 'tipping point': When unpaid carers can no longer combine caring with paid employment](#)

Nearly 3 million unpaid carers are working in paid employment. However, many carers feel they are no longer able to remain in paid employment when they do not receive sufficient support. This report provides a rich picture of lived experience and the intersecting pressures that can push carers out of the labour market, as well as exploring the practical support that can prevent carers from reaching a tipping point.

Nuffield Trust

[The NHS workforce in numbers](#)

The NHS in England directly employs 1.8 million people. Here we lay out the facts – in so far as the existing data allows – on the size and structure of the current NHS workforce. We highlight the changes seen over the past decade, staff satisfaction, recruitment and retention issues, and outline some of the workforce pressures that lie ahead.

Perkbox

[The Science of Reward at Work: Why it's not landing the way organisations expect](#)

Organisations are not short of intent when it comes to reward and recognition. Most employers understand there is value in rewarding and recognising people effectively, and aim to do so. What is less well understood is the difference between how reward is designed, and how it is experienced in practice.

Published Research

Evidence-Based Nursing

Tackling nurses' mental health issues: key risk factors, consequences and organisational solutions for improving well-being [email ulth.library.lincoln@nhs.net to request]

Mental health issues among nurses are widespread and jeopardise healthcare systems and patient care. Yang et al conducted a pioneering scoping review using cohort study evidence to explore the risk factors and consequences of these issues, marking the first comprehensive longitudinal analysis in this area.



Journal of Healthcare Chaplaincy

An intervention to reduce burnout and fatigue of health care chaplains: a pilot study [email ulth.library.lincoln@nhs.net to request]

Spiritual care providers in health care settings experience high levels of stress, burnout, and compassion fatigue. In this study, we investigated the effects of self-directed activity to address chaplains' fatigue.

Mental Health Practice

Protective work factors contributing to staff retention in a community rehabilitation team [email ulth.library.lincoln@nhs.net to request]

Mental health services often struggle to retain staff, with negative effects on team cohesion and patient care. It is therefore important to understand the workplace factors that may enhance staff's job satisfaction and make them more likely to remain in post.

Blogs/News/Editorials

BBC News

['Patients have tried to punch me because of my skin colour'](#)

There has been a significant rise in reports of NHS staff being racially abused by patients, the BBC has found. Workers say they are being physically and verbally attacked because of their ethnicity more often than ever.

British Journal of Nursing

[Creating psychological safety at work](#)

Sam Foster reflects on creating supportive and collaborative teams, in which members feel able to speak up about concerns and how to deal with 'super chickens' – individuals whose behaviour challenges that culture.

CIPD

[What neurodivergent workers are telling us – and what managers need to understand](#)

There are many regulations and HR processes meant to open doors for neurodivergent workers to develop sustainable careers. Our research suggests that, for many, the door remains firmly shut. For too many neurodivergent professionals, the workplace is somewhere they must constantly adapt to rather than one that adapts to them. We interviewed and surveyed hundreds of neurodivergent professionals to understand their wellbeing and career progression.

NHS Employers

[Keeping humans at the heart of the AI transformation](#)

AI demands our urgent attention. AI will reshape transactional work, workforce planning, recruitment, learning, employee relations and wellbeing support. It will fundamentally change how our people services operate. But getting there safely, ethically, and in a way that strengthens, rather than erodes, trust is our responsibility.

NHS Employers

[Men's health guidance](#)

This guidance helps organisations implement practical measures to support men's physical and mental health, while promoting a culture that reduces stigma and encourages early intervention. It is designed for health and wellbeing leads, HR teams, managers and organisational leaders.

NHS Employers

[Mental health in the workplace](#)



Tools, resources and guidance to help you make positive, practical improvements to the mental wellbeing of your workforce.

NHS Race & Health Observatory

[UK Regulators Sign New Principles to Tackle Racism](#)

In an unprecedented move, national UK health and social care regulators including the Care Quality Commission (CQC), General Medical Council (GMC) and Nursing and Midwifery Council (NMC) have today committed & signed up to nine new shared anti-racism principles to help tackle longstanding racism experienced by health and social care staff.

People Management

[Parents face increase in flexible working refusals, research reveals](#)

The number of parents who have had their flexible working requests rejected has increased since the introduction of the Employment Relations (Flexible Working) Act in April 2024. Single parents have been worst affected, seeing a 109 per cent increase in flexible work request refusals. Meanwhile, there has been a 65 per cent rise in disabled mothers having their requests denied.

Royal College of Nursing

[Racism allowed to 'flourish' in NHS, says RCN](#)

The RCN has condemned health leaders and politicians for allowing racism to “flourish” in the NHS, as figures show the huge numbers of incidents of abuse reported by nursing staff. In the past four years, nursing staff reported racism at work more than 21,000 times, a 78% increase in that time, according to figures obtained by the RCN.

Workplace Wellbeing Professional

[Managers 'Lack Confidence on Neurodiversity' as Tribunal Cases Reach Five Year High](#)

More than a third of workplace professionals say managers lack confidence when discussing reasonable adjustments for neurodivergent employees, according to new research. The findings come as tribunal claims linked to neurodiversity discrimination continue to rise.

Podcasts/Videos

CIPD

[Why financial wellbeing is a business performance issue](#)

Financial wellbeing is often treated as a personal challenge, but money worries can have a direct impact on performance, absence, engagement and retention. Just 15 per cent of UK organisations have a formal financial wellbeing policy or strategy. So, what role should people professionals play in supporting employees' financial wellbeing?

Miscellaneous

NHS Employers

[Flexible working toolkit: individuals working in the NHS](#)

This toolkit is for all NHS staff to understand their options for flexible working and how to make requests for such arrangements.

NHS Employers

[Flexible working toolkit: line managers](#)

This toolkit is for all line managers in the NHS to help them best support their teams to work flexibly.