Organisational Development and Staff Wellbeing bulletin

September 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

Department of Health and Social Care
Thirlwall Inquiry report
The Thirlwall Inquiry is an independent public inquiry established to examine the events at the Countess of Chester Hospital, and their implications. This followed the trial and subsequent convictions of former neonatal nurse Lucy Letby. It includes recommendations for whistleblowing and culture changes.

Royal College of Emergency Medicine
Toolkit for the Prevention and Management of Violence in the Emergency Department
This toolkit covers prevention, managing, reporting and investigation of violence in the Emergency Department, promoting both a learning culture and close working with police and law. It should be supported by trust level policy and adherence to national guidance.

Royal College of Emergency Medicine
Violence and Aggression against Emergency Department Staff
Around 3 in 4 UK emergency department staff said they experience or witness violence and aggression in their department on a daily or weekly basis. Year after year, NHS staff surveys record rising levels of violence and aggression against healthcare workers. While incidents are routinely condemned at all levels, meaningful action has not matched the scale of the problem.

The NHS Alliance
Ethnic Minority Leadership in the NHS: Progression, Representation, Retention and Organisational Culture
At a time when the NHS continues to face workforce and service delivery challenges, ensuring that leadership talent is identified and supported is essential. Leadership diversity is therefore not solely a workforce issue but an organisational effectiveness issue. When talented people are unable to progress because of organisational barriers, the NHS risks losing valuable skills, experience and leadership potential.

Published Research

Nursing Standard

Emotional intelligence in managing challenging situations: individual, team and organisational practice [email ulth.library.lincoln@nhs.net to request]
This article examines the role of emotional intelligence in supporting emotional resilience in nursing practice. The author also analyses how emotional intelligence operates across individual, team and organisational levels to promote staff and patient well-being and to sustain compassionate care.

Occupational Medicine
Chronic pain and its relationship with work participation
Chronic pain affects around 28 million people in the United Kingdom and is a major public health challenge with a substantial economic and social burden. Employers lack awareness of the impacts of chronic pain on work and employee wellbeing which hinders provision of workplace support.

Occupational Medicine
Reflective practice to reduce moral injury in healthcare workers
Moral injury (MI) can arise when individuals experience events that violate their moral beliefs. During the COVID-19 pandemic, MI gained attention among healthcare workers (HCWs). Reflective practice (RP) may help prevent or mitigate MI but remains underexplored. This narrative review examines existing literature on RP interventions addressing MI in HCWs.

Blogs

BBC News
Do you feel guilty when calling in sick at work? This might be why...
You wake up feeling unwell but there's a big day at work ahead. What do you do? If the answer is to go in (or log on), you're not alone. Research suggests anywhere between a third to a half of people in the UK work even when sick - something called presenteeism. Your approach to sickness says a lot about you as an individual and where you work.

NHS Employers
Empowering staff to assess suicide risk in colleagues
Read how UHN NHS Group built an early pandemic initiative to support distressed staff and address suicide-risk concerns. UHN developed a suicide-risk awareness resource to help staff start a compassionate, direct conversation when they were worried about a colleague.

NHS Employers
Improving access to flexible working
Government confirms new flexible working reforms, including clearer requirements for handling and rejecting requests.

Nursing Standard
Can listening to your body help prevent burnout? [email ulth.library.lincoln@nhs.net to request]
While employers must address the causes of stress, there are steps you can take to minimise the impact. Almost one third of respondents to the 2025 NHS Staff Survey described themselves as burnt-out, with 42.3% reporting work-related stress had made them unwell, up from 41.6% in 2024.

Nursing Standard

Self-awareness – what it means, how to develop it, and why it's so important in leadership
[email ulth.library.lincoln@nhs.net to request]
Great nurse leadership starts with self-awareness. Developing self-awareness can help nurses professionally and personally, and is widely recognised as a vital component of effective leadership. Find out how it will boost your confidence, strengthen relationships, improve clinical decision-making and help you on a personal level too

Workplace Wellbeing Pro
Employers Leave Workplace Benefits Take-Up to Staff, Research Finds
More than a third of UK businesses leave employees to initiate take-up of workplace benefits themselves – with 38% of employers taking this approach. Among employees whose company offers benefits, only 18% said they were fully aware of everything available to them.

Workplace Wellbeing Pro
One In Ten UK Workers Have Used Annual Leave to Cope With Financial Stress
New research has found that people are using their annual leave not to switch off but to cope with money problems. 10% of people had used annual leave to manage financial stress, admin or burnout rather than to rest or take a holiday. A further 12% had delayed booking annual leave in the first place because they could not afford to do anything with it.

Podcasts/Videos

CIPD
Rapid reculturing
What does it really mean for an organisation to know its culture, and is it possible to borrow the best bits of someone else's? Who should hold responsibility for shaping culture when roles and structures are shifting so fast? And as AI transforms the workplace, can it be a genuine ally in culture change rather than a threat to it?

Miscellaneous

CIPD
Employee financial wellbeing
Uncertain economic climates can cause numerous risks to the financial wellbeing of the workforce. While more employers recognise that financial wellbeing is more than just paying employees and providing a few benefits, it is still among the least common areas included in HR wellbeing strategies. This guide provides practical advice on how to take action to promote and support employees' financial wellbeing.

CIPD
Terminal illness: Guidance for people professionals
Receiving a terminal diagnosis can be the most difficult news someone will ever hear. Many people in this situation will be in employment, yet few employers have developed comprehensive support for employees with a terminal illness. This guide provides practical strategies on how to create a supportive culture, a people management framework for employees with a terminal diagnosis and a template of how people professionals can integrate a supportive policy.

NHS Employers
Get your board onboard to improve staff experience
The purpose of this guide is to empower those responsible for elements of the staff experience agenda to engage senior leaders and board members in promoting a positive and supportive staff experience.