Management Bulletin

April 2021

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Featured Article

<u>One year on: lessons from COVID-19</u>

Perhaps the most important lesson from the past year is that national investment in healthcare infrastructure is desperately needed, not only to ensure that the NHS recovers as quickly as possible, but also to be prepared to face the future.

British Journal of Healthcare Management Vol. 27, No. 4 pp. 1-2

Collaboration and Integrated Care

The road to renewal: five priorities for health and care

Covid-19 has been the biggest challenge the health and care system has faced in living memory. It is essential that lessons are learned from this experience – whether from the extraordinary contributions of millions of staff and volunteers, the rapid progress achieved in digitising and transforming service delivery, or from the shortcomings and inequalities brought sharply into focus.

The King's Fund, April 8th 2021 (updated) Originally published 16th July 2020

Equality and Diversity

Tackling workplace prejudice and building a disability-inclusive NHS

Individuals with disabilities and chronic conditions often face discrimination on both a personal and institutional level. Sadly, such discrimination is pervasive in the NHS. Gemma Harris highlights the barriers that many healthcare workers face as a result of anti-disability prejudice and how these can be addressed.

British Journal of Healthcare Management, Vol. 27, No. 4, pp.1-3

Human Resources and Staff Engagement

Inclusive recruitment: Leading positive change

Read and download our new report about inclusive recruitment for HR leaders and managers in the NHS. The report examines various case studies from a range public, private, and voluntary sector organisations and aims to support employers to embed inclusive recruitment in line with the NHS People Plan.

NHS Employers, April 2021

Management and Leadership

Relationships between nurse managers' work activities, nurses' job satisfaction, patient satisfaction, and medication errors at the unit level: a correlational study

The findings suggest that nurse managers should focus on improving nursing practices by managing and organizing nurses' work in a way that makes their employees feel supported, motivated and secure. Furthermore, nurse managers should adopt a leadership style that emphasizes safe and patient-centred care.

BMC Health Services Research 2021; 21(1):296.

Policies and Guidelines

NHS Operational Planning and Contracting Guidance 2021/22.
NHS England; 2021.
https://www.england.nhs.uk/operational-planning-and-contracting/
The 2021/22 priorities and operational planning guidance sets the priorities for the year ahead, against a backdrop of the challenge to restore services, meet new care demands and reduce the care back logs that are a direct consequence of the pandemic, whilst supporting staff recovery and taking further steps to address inequalities in access, experience and outcomes.

An update to remedial avenues for complaints about poor care in the NHS

As an institution, the NHS is liable to respond and act on any concerns or complaints against the services it provides. NHS organisations should provide Patient Advice and Liaison Services as a first point of contact for patients, carers and/or relatives.

British Journal of Healthcare Management, Vol. 27, No. 4 pp. 1-5

Report

The report of the Commission on Race and Ethnic Disparities

This report includes a chapter on health, which looks at life expectancy, cancer, diabetes, obesity, maternal mortality as well as access to health care, Covid-19 and more.

Commission on Race and Ethnic Disparities, March 2021

Technology and Data

[Shaping the future of digital technology in health and social care](#)

This report, commissioned by the Health Foundation, provides a summary of evidence for how emerging technologies such as artificial intelligence, smartphones, wearable devices and the internet of things is being used within care settings around the world.

The King's Fund, April 7th 2021

The NHS: A Digital Vision

Overhauling digital performance in the NHS is necessary to plan future developments, exemplified by the work of the NHS Digital Academy. Dave Hancock investigates

Practice Management Vol. 31, No. 4 pp. 22-26

[Securing a positive health care technology legacy from COVID-19](#)

This long read explores the challenges of implementing health care technologies and investigates patient and staff experiences of technology during the first phase of the coronavirus (COVID-19) pandemic.

The Health Foundation, 16th March 2021

Training & Development

Intimidation, harassment, and discrimination during family medicine residency training: a mixed methods study

The purpose of this study was to to describe family medicine graduates' perceived experience with intimidation, harassment and discrimination (IHD) during residency training.

BMC Medical Education 2021; 21(1):173.

Workforce

Factors influencing retention among hospital nurses: systematic review

This review comprehensively compiled an update on factors affecting retention among hospital nursing staff

British Journal of Nursing Vol. 30, No. 5 pp. 302-308

[Recover, Reward, Renew: A post-pandemic plan for the healthcare workforce](#)

This paper aims to resolve the tension between 'building back better' health and care services and immediate workforce constraints. It argues that the government should develop a plan to support staff who are struggling, retain those considering leaving and attract new people to join the sector.

Institute for Public Policy Research, March 2021

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