

Management Bulletin

August 2020

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Featured Article

[How to do 'learning' in practice](#)

Health and care organisations are starting to turn to what can be learned from their experiences over the past few months. The prospect of a 'learning' process can sometimes fill us with dread: there is the looming threat of blame or punishment (whether formal or otherwise); or the more demotivating experience of an after-the-fact account of what could have been done better with the benefit of hindsight.

The King's Fund, August 12th

Finance

[Quarterly monitoring report \(QMR\) 29: how is the NHS performing?](#)

This is the 29th edition of the QMR and the first since July 2019. To avoid adding to the pressures on NHS finances leads during the Covid-19 (coronavirus) pandemic, and reflecting broader changes to how the QMR will operate in future, there is no survey in this QMR.

The King's Fund, August 6th

[New guidance on financial wellbeing](#)

NHS Employers have contributed to a new report on financial wellbeing, which highlights how COVID-19 has amplified inequalities and exacerbated financial worries, particularly among women, young people, black and minority ethnic groups, and people with disabilities.

NHS Employers, February 2020 (August 17th)



Information Management and Technology

Technology and innovation for long-term health conditions

It has become received wisdom that the NHS struggles to adopt digital innovation, with many government reports and research papers highlighting barriers to the spread of technology. Yet during the Covid-19 pandemic, many NHS providers have moved services online at astonishing pace.

The King's Fund August 3rd

Management and Leadership

Six challenges facing clinical leadership

Facilitating effective leadership development is a challenge that the NHS has struggled with for decades. John Edmonstone outlines six key issues that must be resolved in order to establish strong and consistent clinical leadership.

British Journal of Healthcare Management, 26 (8) August 2nd

Occupational Health and Wellbeing

Improving performance by improving staff wellbeing

In this case study, we hear how North Bristol NHS Trust (NBT) Trust improved performance across the board and saved hundreds of thousands of pounds by prioritising and enhancing staff health and wellbeing.

NHS Employers, August 17th

Patient Experience

A new era for A&E targets: what will be the impact of the new basket of measures?

Long read: It was announced at the end of June that the four-hour A&E target will be replaced by a new basket of measures. But what might be the benefits and disadvantages of those new measures? Jessica Morris and Chris Sherlaw-Johnson run through the proposed A&E standards to see what they might mean for patients.

Nuffield Trust, August 21st

Planning

COVID-19 scenario modelling for the mitigation of capacity-dependent deaths in intensive care

Managing healthcare demand and capacity is especially difficult in the context of the COVID-19 pandemic, where limited intensive care resources can be overwhelmed by a large number of cases requiring admission in a short space of time. If patients are unable to access this specialist resource, then death is a likely outcome. In appreciating these 'capacity-dependent'



deaths, this paper reports on the clinically-led development of a stochastic discrete event simulation model designed to capture the key dynamics of the intensive care admissions process for COVID-19 patients.

Health Care Management Science (2020) 23:315–324

Procurement

How covid-19 has highlighted the importance of design as well as price in the NHS supply chain

To get the safest—and not just the cheapest—devices, the NHS needs to start taking ergonomics seriously, experts say. The pandemic may finally have made the argument, reports Jane Feinmann

BMJ, 370 August 19th 2020

Quality Improvement

Impact of the ‘Learning from Excellence’ programme in NHS trusts: an exploratory study

The ‘Learning from Excellence’ (LfE) programme aims to provide a means to identify, appreciate, study and learn from episodes of excellence in frontline healthcare. The aim of this study was to explore the impact of LfE on organisational performance in NHS trusts in the United Kingdom (UK), how this impact is achieved and which contextual factors facilitate or hinder impact.

British Journal of Healthcare Management, 26 (8) August 2nd

Sustainability

Time to make surgery greener: waste reduction in the operating theatre

Sustainability persists as a key issue in all aspects of society, with increasing urgency. George Winter discusses the environmental impact of operating theatres and the initiatives being implemented to reduce surgical waste output.

British Journal of Healthcare Management, 26 (8) August 2nd

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