

# Management Bulletin

August 2021

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## Featured Article

### [COVID-19 shared learning from NHS trusts](#)

*Examples of good practice from trusts that have adapted and innovated during the COVID-19 pandemic.*

NHS Employers September 2<sup>nd</sup> 2021

## Collaboration and Integrated Care

### [Understanding integration: how to listen to and learn from people and communities](#)

*The move towards integrated care has been the defining policy in health and care over the past decade and will continue to gather pace with the development of integrated care systems (ICSs).*

### [Question bank](#)

*This document is provided as a supplement to our guide: [Understanding integration: how to listen to and learn from people and communities](#)*

The King's Fund, July 2021

## Information Management and Technology

### [Med7: A transferable clinical natural language processing model for electronic health records](#)

*Highlights: Introduced a principled end-to-end workflow to developing a named-entity recognition model from a limited number of annotated examples for identification of medical*



*concepts in clinical notes.*

*A demonstrated importance of the domain adaptation of the same task using medical records from different clinical backgrounds*

Artificial Intelligence in Medicine 118 (2021) 102086

### **Human Resources and Staff Engagement**

It's time to change the way we work

*Sam Foster, Chief Nurse, Oxford University Hospitals, reflects on how the pandemic has changed work practices and suggests that refocusing priorities can not only improve staff wellbeing but also productivity and competition*

British Journal of Nursing 2021;30(11):687.

### **Management and Leadership**

The role of nursing leadership in supporting the delivery of compassionate care during NHS mergers and acquisitions

*This qualitative study explores the role of nursing leadership in supporting the delivery of compassionate care in a hospital that experienced both an acquisition and merger within 5 years.*

British Journal of Healthcare Management, Vol. 27, No. 7 pp. 186-193

### **Policies & Guidelines**

[Protect home workers.](#)

**Health and Safety Executive (HSE); 2021.**

*If you have people working from home as a result of the pandemic, HSE has advice that will help you protect them. Employers have the same health and safety responsibilities for home workers as for any other workers. When someone is working from home, permanently or temporarily, issues you should consider include: lone working without supervision; working with display screen equipment (DSE); keeping in touch to recognise signs of stress and mental health problems.*

[Emerging concerns protocol.](#)

**Care Quality Commission (CQC); 2021.**

*The protocol provides a process for health and social care regulators to share information that may indicate risks to people using services, their carers, families or professionals. It aims to strengthen existing arrangements, providing a clear mechanism for raising concerns.*

[Minimising Clostridioides difficile and Gram-negative Bloodstream Infections](#)

*The **NHS Standard Contract 2021/22** includes quality requirements for NHS trusts and NHS foundation trusts to minimise rates of both Clostridioides difficile (C. difficile) and of Gram-*



*negative bloodstream infections to threshold levels set by NHS England and NHS Improvement. The thresholds for each trust, together with the methodology used to identify these, are set out in this document*

NHS England, August 9<sup>th</sup> 2021

[National Patient Safety Alert - Infection risk when using FFP3 respirators with valves or Powered Air Purifying Respirators \(PAPRs\) during surgical and invasive procedures](#)

*National Patient Safety Alert on infection risk when using FFP3 respirators with valves or Powered Air Purifying Respirators (PAPRs) during surgical and invasive procedures.*

NHS August 25<sup>th</sup> 2021

**Report**

[Overhaul needed to tackle NHS and social care workforce burnout emergency](#)

*In a highly critical Report, the Health and Social Care Committee finds that workforce burnout across the NHS and social care has reached an emergency level and poses a risk to the future functioning of both services.*

UK Parliament Committees June 2021

**Quality Improvement**

[The relationship between working environment and quality of nursing care: an integrative literature review](#)

*This study aimed to synthesise the evidence about the relationship between work environment and quality of care in nursing.*

British Journal of Healthcare Management, Vol. 27, No. 7 pp. 194-200

**Sustainability**

[How do power and hierarchy influence staff safety in maternity services?](#)

*The research aim was to identify how power and hierarchy influence staff safety in maternity services and this was achieved by reviewing research papers concerned with personal narratives of staff experiences and perspectives of employment in their profession.*

British Journal of Midwifery, Vol. 29, No. 8 pp. 430-439

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