

# Management Bulletin

December 2020

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## Collaboration and Integrated Care

### [The next steps towards integrated care](#)

On 26 November, NHS England and NHS Improvement published ***Integrating care: next steps to building strong and effective integrated care systems across England***. The publication does two things: first, it sets out the next steps towards integrated care, continuing a journey the NHS has been on for many years and most recently articulated in the NHS Long Term Plan, and second, in the light of this updated model for the health and care system, the document also sets out options for legislative change....

The King's Fund, December 9<sup>th</sup> 2020



## **Estates and Facilities**

Editorial- Land - they're not making it any more: logistical challenges of hospital development and redevelopment

British Journal of Healthcare Management, 2020, 26 (12) pp.1-3

## **Finance**

Reforming the finances of the NHS

*In this long read, we look at the history of NHS finances over recent years to draw out learning for this new design. It will be important to apply this learning if the system is to avoid the recurrent 'resets' to NHS finance that have been necessary but have only provided temporary solutions, and deliver a new approach that is consistent with the wider objectives of collaboration and integration.*

The King's Fund, December 15<sup>th</sup> 2020

## **Human Resources and Staff Engagement**

Improving employee engagement and distributed leadership through lean systems process mapping

*This study explores the impact of participation in a process mapping activity on employee engagement and distributed leadership in the NHS.*

British Journal of Healthcare Management, 2020 26 (12) pp.1-9

## **Management and Leadership**

Persistent challenges to healthcare systems and the role of strategic and collective leadership

*This article explores the opportunities that exist through strategic and collective leadership, both for addressing these persistent challenges and improving the quality provided by healthcare systems, as well as enhancing team effectiveness and organisational outcomes in healthcare.*

British Journal of Healthcare Management, 2020 26 (12) pp.1-5

## **Occupational Health and Wellbeing**

BMA raises attention to staff wellbeing during winter period

*Our healthcare system is built on the foundations of quality patient care, but all of that means little if staff aren't able to look after their own mental wellbeing too. It's for this reason that the BMA's Mental Health Policy Lead, Andrew Molodynski, has reminded doctors in particular to stay alert to one's own wellbeing and seek help where necessary.*

National Health Executive, December 3<sup>rd</sup> 2020



## **Patient Experience**

Making sense of urgent care: how and why do people use health services?

*Urgent care provision has recently expanded in England, resulting in patients struggling to choose appropriate services. A study has identified the different types of work they do in making a decision*

Nursing Times, 117 (1) pp. 37-38 2020

## **Planning**

Excess winter mortality and stalling international improvements in life expectancy and mortality rates

*In the UK, government austerity has been suggested as a major reason for the stalling of life expectancy improvements and age-standardised mortality rates. However, these trends have also been observed in many other countries. Influenza has been suggested ...*

British Journal of Healthcare Management, 2020 26 (12) pp. 1-8

## **Policies and Guidelines**

Looked After Children: Roles and Competencies of Healthcare Staff

*Published by the Royal College of Nursing on behalf of the Royal College of Paediatrics and Child Health December 16<sup>th</sup> 2020*

## **Sustainability**

[Sustainability in Public Health England, PHE \(updated 30th November 2020\)](#)

*These reports outline the sustainable development activities in PHE regarding its carbon footprint and its impact on the environment.*

PHE, November 30<sup>th</sup> 2020

## **Training and Development**

[The state of medical education and practice in the UK: 2020, GMC](#)

*This report finds that, despite the pressures caused by Covid-19, 89% of doctors experienced at least one positive change during the pandemic. However, it found that black and minority ethnic doctors were less likely to share the positive experiences reported by many of their white counterparts*

General Medical Council, December 1<sup>st</sup> 2020



## Workforce

### [Nuffield Trust: Pandemic will leave rural health services facing a steeper climb to recovery without targeted support](#)

*A briefing from the Nuffield Trust warns that national measures put in place at the outset of the pandemic to boost NHS capacity will likely disproportionately benefit trusts in urban areas.*

Nuffield Trust, December 11<sup>th</sup> 2020

### [Building the NHS nursing workforce in England](#)

*This report provides an in-depth analysis of the past ten years of trends in recruitment and retention in the nursing workforce. It says that increases in NHS nurse numbers in recent years are likely to be insufficient in the face of growing health care demand, made more pressing by the impact of the Covid-19 pandemic. The report concludes that while the government's target of 50,000 new nurses in England by 2024/25 is achievable, it may still leave key service areas well short of the numbers needed.*

The Health Foundation, December 14<sup>th</sup> 2020

### [Advice on acute sector workforce models during COVID-19, NHS England](#)

*This document was developed by NHS England and NHS Improvement with Health Education England to provide an advisory framework to help support trusts to organise their workforce in a way best suited to deliver their Phase 3 plans and can be flexed to local circumstances, resources and demand. It is, of course, still for individual employing organisations and trusts to make appropriate decisions about staff models and care.*

*This advisory framework includes updated guidance on acute sector staffing for both COVID-19 and non-COVID-19 areas, taking into account learning from the first surge.*

NHS England, December 10<sup>th</sup> 2020

### [Improving the experience of hospital doctors who are not in training programmes](#)

*Doctors in non-consultant, non-training (NCNT) trust grade posts are an important part of the medical workforce across the UK, but their needs are often neglected. It is important to explore their work-related experience to support their welfare. This study aimed to explore the issues that were most important to the positive work experience of this group of doctors.*

British Journal of Healthcare Management, 2020 26 (12) pp.1-8

### [Engineering masks that are fit for all](#)

*With research suggesting that one in four doctors believes their personal protective equipment is unsafe, **Jane Feinmann** reports on a UK collaboration that is developing effective facial protection for clinicians*

BMJ, 371 2020



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