

Management Bulletin

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Digital Technologies

[Harnessing digital technologies for workforce development; education and training: an overview](#)

A summary report that delves deeper into how the use of digital technologies will help the health and care workforce perform to their full potential and meet the future demand for services has been published by Health Education England (HEE).

HEE, November 28th 2022

Equality & Diversity

[Workforce and workplace racism in health systems: organisations are diverse but not inclusive](#)

At present, the UK and the USA have workplaces that are increasingly diverse but are not inclusive. Here, we explore this problem in the context of these two countries and what steps need to be taken to improve inclusivity.

The Lancet, 2022-12-10, Vol 400, Issue 10368, pp. 2023-2026,

Integrated Care

[Editorial: Realising population health: how can collaboration between NHS providers meet the challenges ahead?](#)

British Journal of Healthcare Management Vol, 28, Issue 12 pp. 1-5

Leadership

[Compassionate leadership: how to make it a reality](#)

Empathetic and inclusive leaders enable teams to achieve better outcomes for patients, but can be hard to find in the hierarchies of the NHS and the nursing profession

Nursing Standard. 37, 12, pp. 35-38



[The use of leadership metaphors in the NHS](#)

This article examines the use of leadership metaphors in the NHS. It explores the ways in which metaphors are used, then identifies the most commonly-used metaphors relating to healthcare leadership.

British Journal of Healthcare Management Vol. 28, No. 12 pp. 1-5

Reports

[Overlooked, but not overcome: smaller hospitals and the staff response to the Covid-19 pandemic](#)

How have smaller hospitals fared over the pandemic, and how did it feel from the perspective of those responding during the first years of the biggest health care emergency of our times?

Vaughan L and Leone C (2022) Overlooked, but not overcome: smaller hospitals and the staff response to the Covid-19 pandemic. Briefing, Nuffield Trust.

Research

[The impact of management practices on relative patient mortality: Evidence from public hospitals](#)

Significant variations in hospital performance are pervasive and recognised as a major concern. 1–3 In England, hospitals are managed by trusts, each with one or more hospital sites. In this paper, we examine the Summary Hospital-level Mortality Indicator (SHMI), the standard metric of relative mortality across NHS hospital trusts in England, over a period of 5 years

Health Services Management Research 2022, Vol. 35(4) pp. 240–250

[A qualitative study on relationships and perceptions between managers and clinicians and its effect on value-based healthcare within the national health service in the UK](#)

The aim of this research was to explore the relationships, behaviours and perceptions between managers and clinicians towards value-based healthcare in the National Health Service in the United Kingdom

Health Services Management Research 2022, Vol. 35(4) pp. 251–258

Workforce

[Unmet expectations and job involvement among doctors: does individual conscientiousness play a mitigating role?](#)

Doctors are responsible for leading the care of patients. This study analysed the moderating role of individual conscientiousness on the relationship between psychological contract breach and levels of job involvement among medical doctors working in Ghana. A psychological contract breach occurs when an organisation does not deliver on their expected obligations to an employee, whether these expectations are written or unwritten.

British Journal of Healthcare Management Volume 28, Issue 12 pp. 1-7

[The UK's points-based immigration system and its impact on the healthcare sector](#)

Alex Christen, senior associate at Capital Law, explains how changes to the UK's points-based visa system impacts the eligibility of overseas health and social care workers, and how this could affect the NHS

British Journal of Healthcare Management Volume 28, Issue 11 pp.276-279



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