Management Bulletin

February 2021

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Featured Article

Trust leaders highlight four key tests before lockdown should be eased

NHS trust leaders are clear, as they have been throughout the pandemic that the approach should be to remain cautious. With a strong focus on data, not dates, they want four evidence-based tests to be met before lifting restrictions.

NHSProviders, February 17th 2021

Collaboration and Integrated Care

NHS reform

This long read explores five key questions that the proposals raise for the future of primary care networks (PCNs) in England. We discuss the conditions required for PCNs to find their place within newly established integrated care systems, while continuing to develop and strengthen local primary care.

The Heath Foundation, January 28th 2021

Finance

The financial and human costs of obstetric clinical negligence claims in the NHS

NHS Resolution's Director of Safety and Learning Denise Chaffer discusses the strategies used to address the incidence of clinical negligence claims in obstetrics and the high costs that such incidents can have for the NHS.

British Journal of Healthcare Management, Feb 2021 Vol. 27, No. 2 pp. 1-4

Human Resources and Staff Engagement

Facilitating cultural change in healthcare organisations

This article presents a simple model that may, when combined with other cultural tools, offer organisations a cost-effective and practical way to develop a positive workplace culture.

British Journal of Healthcare Management, Feb 2021 27 (2) pp.1-6

Management and Leadership

Social determinants of the impact of hospital management boards on quality management: a study of 109 European hospitals using a parsonian approach

Our findings suggest that the implementation power of hospital management boards is higher if there is a sense of unity and purpose within the boards. Thus, to improve quality management, it could be worthwhile to increase boards' social capital and to increase time designated for quality management in board meetings.

BMC Health Services Research 2021 Jan 19;21(1):70.

Managing concerns: a resource for employers.
Nursing and Midwifery Council (NMC); 2021.
https://www.nmc.org.uk/employer-resource/
A new resource to support employers to effectively respond to concerns about a nurse, midwife or nursing associate's practice.
Freely available online

Reward in the NHS: findings from the 2020 reward survey.
NHS Employers; 2021.
https://www.nhsemployers.org/case-studies-and-resources/2021/02/reward-in-the-nhs-2020-survey-results
Findings and key themes from our survey of NHS organisations about their reward offering for staff.
Freely available online

Supporting the LGBTQ+ population through Covid-19 and beyond

Leaders from across the health care system agree that for the LGBTQ+ population to recover and thrive after the pandemic, the way services are designed and delivered, and the workforce environments they are delivered in, must change. This report sets out a series of recommendations to help health care leaders, service designers and commissioners ensure their services and workplaces meet the needs of the LGBTQ+ population.

NHS Confederation, February 22nd 2021

Occupational Health and Wellbeing

NHS expands mental health support for staff after toughest year in health service history

The NHS is supporting staff who have pushed their minds and bodies to the limit over the last year to look after their mental health, as 40 dedicated support hubs are set to open across the country. As part of the health service response to this pressure, staff will be offered access to evidence-based mental health services at one of 40 hubs.

NHS, February 21st 2021

Planning

COVID-19 pressures: an exploration of hospital activity through the first and second wave

*This blog by **Julian Russell** compares the COVID-19 pressures trusts in England have faced during the first wave in March to May 2020, with the situation in the current wave starting in late 2020 - which for the purposes of this blog will be described as the second wave.*

NHSProviders, February 18th 2021

Policies and Guidelines

Raising and escalating concerns about patient care: RCN guidance.

In November 2020 the Royal College of Nursing (RCN) published a new policy document for nurses, nursing associates, students and healthcare support workers entitled Raising and Escalating Concerns (RCN, 2020). The document emphasised that all care staff should feel safe and supported when raising any concerns about patient care. The guidance is timely, given the stress on NHS staff caused by the ongoing pandemic

British Journal of Nursing 2021; 30 (2):128-129.

Implementing a just and learning culture

Read how Mersey Care NHS Foundation Trust has adopted and embedded it's just and learning culture and its training package.

This case study provides information about what the training covers and how it can be practically implemented even during the pandemic. The training was developed in partnership with Northumbria University

NHS Employers, February 23rd 2021

Quality Improvement

Implementation of sustainable complex interventions in health care services: the triple C model. [Abstract]
Ensuring sustainability of interventions requires continuing effort and embedding the need for sustainability throughout all stages of an implementation project. The Triple C model offers a new approach for healthcare clinicians to support sustainability of organizational change.

Khalil H. *BMC Health Services Research* 2021; 21(1):143.

Putting improvement in everyone's hands: opening up healthcare improvement by simplifying, supporting and refocusing on core purpose

This article proposes a simple framework with three components to help healthcare systems avoid the common barriers to introducing quality improvement interventions.

British Journal of Healthcare Management, Feb 2021 27 (2) pp.1-6

Training and Development

How Good Is Your Decision Making?
Mind Tools; 2021.
https://www.mindtools.com/pages/article/newTED_79.htm
Decision-making is a key skill in the workplace, and is particularly important if you want to be an effective leader. We'll examine how well you structure your decision-making process, and then we'll point you to specific tools and resources you can use to develop and improve this important competency.

Literature Searches

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