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# Management Bulletin

February 2022

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## Featured Article

[What is compassionate leadership?](#)

**When we are motivated by compassion and wisdom, the results of our actions benefit everyone, not just our individual selves or some immediate convenience Dalai Lama**

*Research shows that compassionate leadership has wide-ranging benefits for both staff and organisations.*

The King's Fund, February 15<sup>th</sup> 2022

## Guidance

[Delivery plan for tackling the COVID-19 backlog of elective care](#)

*This plan (and accompanying documents), which has been developed with expert contributions from a wide range of partners, sets out a progressive agenda for how the NHS will recover elective care over the next three years. This is in the context of restoring elective performance in the longer term. It explains how the NHS will take the opportunity to capitalise on current success and embed new ideas to ensure elective services are fit for the future.*

NHS England & NHS Improvement, Published: February 8<sup>th</sup> 2022 Updated: February 17<sup>th</sup> 2022

## Human Resources

[The future of NHS human resources and organisational development report](#)

*This report outlines the ten-year strategy for the human resources (HR) and organisational development (OD) services in the NHS. It is aimed at HR and OD directors, chief people officers, HR and OD practitioners, managers, leaders and anyone with an interest in HR and OD.*

NHS England & NHS Improvement, November 2021



## **Integrated Care**

### **[Widespread support for proposed NHS mental health access standards for patients](#)**

*The NHS has today set out new ambitions for patients to have timely access to community mental healthcare, following a consultation on proposed new standards, as it faces record demand following the pandemic.*

NHS England & NHS improvement, February 22<sup>nd</sup> 2022

## **Management & Leadership**

### **[The relationship between leader support, staff influence over decision making, work pressure and patient satisfaction: a cross-sectional analysis of NHS datasets in England](#)**

*To explore the relationships between leader support, staff influence over decisions, work pressure and patient satisfaction*

BMJ Open 2022;12: e052778. November 2021

### **[Is the NHS over-managed?](#)**

*An in-depth look at one of the most persistent questions on NHS management.*

NHS Confederation, January 24<sup>th</sup> 2022

## **Research**

### **[Development of a new job satisfaction scale for healthcare staff in emergency departments](#)**

*Assessing factors that affect job satisfaction among healthcare staff, and formulating comprehensive strategies to improve job satisfaction, is fundamental to healthcare organisations. This study aimed to develop and validate a tool to measure staff job satisfaction in emergency departments of hospitals in Jordan.*

British Journal of Healthcare Management Vol. 28, No. 2 pp. 1-8

### **[Safety culture, error reporting and medical innovation: comparing a survey taken during COVID-19 to the 2019 national staff survey](#)**

*Times of crisis can lead to great innovations. Since the outbreak of COVID-19, rapid changes have been made in the NHS, warranting safety evaluation. This study assessed changes in safety culture, professionalism and staff morale during COVID-19, compared to the year before the crisis.*

British Journal of Healthcare Management Vol. 28, No. 2 pp. 1-10

### **[Moving out of the silo: trialling a work-based education intervention to mobilise professional identity in integrated teams](#)**

*Research on professional identity has largely focused on students, with limited knowledge of how professional identity is mobilised among integrated team members, especially in relation to how this might be achieved through education and training. This study aims to trial a work-based education intervention to mobilise professional identity and gather feedback on the impact on healthcare practitioners.*

British Journal of Healthcare Management Vol. 28, No. 2 pp. 1-10



## **Workforce**

### **Discrimination and exclusion in the NHS**

*Kate Woodhead RGN DMS warns that inequality is standing in the way of the health service's ability to recruit and retain staff. She calls for cultural change and financial investment to drive improvement.*

Clinical services Journal, February 2022

### **Job performance in healthcare: a systematic review**

This study has three aims. The first aim is to determine what key dimensions of job performance are discussed in the healthcare literature. The second aim is to determine to which professionals and healthcare organisations these dimensions of job performance pertain. The third aim is to identify factors that organisations can use to affect the dimensions of job performance in healthcare.

BMC Health Services Research. 2022; 22: 149

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