

Management Bulletin

July 2022

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Guidance

[Who can issue fit notes: guidance for healthcare professionals and their employers](#)

This guidance has been developed to provide advice to doctors, nurses, occupational therapists, pharmacists, physiotherapists and their employers about certifying fit notes. The guidance is designed to provide a summary of the knowledge, skills, experience and training these healthcare professionals (HCPs) are expected to have before certifying fit notes.

The Department of Health and Social Care (DHSC) & Department for Work and Pensions (DWP)

Published: July 1st 2022

Human Resources and Staff Engagement

[Giving nurses a voice through 'listening to staff' conversations to inform nurse retention and reduce turnover](#)

Health and social care employers in the UK cannot afford to lose nurses given the current nursing workforce crisis. A variety of staff engagement initiatives aim to improve employee retention. This article describes how Listening to Staff (L2S) events were used as part of a service review to inform nurse retention strategies in one acute hospital trust.

British Journal of Nursing Vol. 31, No. 12 pp. 632-638

[Freedom to speak up: support scheme for NHS workers](#)

NHS England has launched a redesigned speaking up support scheme

NHS Employers, 7th July 2022



Leadership

Assertive followership: how to make a team safer

Effective leadership is a two-way relationship between a leader and their followers with problems on either side leading to potential safety issues as well as effects on morale and wellbeing. Assertive, or courageous, followership has been identified as a means to make a team safer. In this article we review the role of followers and discuss how assertive followership can make for a safer and more effective team.

British Journal of Oral and Maxillofacial Surgery, 2022-06-01, Volume 60, Issue 5, Pages 558-562

The experience of non-clinical research staff during the COVID-19 pandemic: key learning points

This article discusses the work of a large research department and the role that non-clinical staff played in coordinating a considerable research response to the pandemic. The outputs of the team during this time will be discussed, as well as discussion of how individuals adapted and how change management can be used to identify key recommendations and learning points.

British Journal of Healthcare Management Vol. 28, No. 7 pp. 201-207

Patient Safety

Ways of tackling the continuing problem of Never Events

John Tingle, Lecturer in Law, Birmingham Law School, University of Birmingham, discusses the latest figures on Never Events, along with some other patient safety reports

British Journal of Nursing Vol. 31, No. 12 pp. 666-667

Quality Improvement

Impact of animation-supported communication on hospital do-not-attend rates

Patients who do not attend diagnostic procedures increase costs and wait times and lose the intended benefits. Poor communication is a recognised cause of non-attendance. This study introduced an animation-supported communication pathway.

BJHM Open Research Vol. 1, No. 1 pp.1-6

What can healthcare managers learn from marketing managers? Marketing theory concepts with implications for healthcare

Acknowledging the unique and specific nature of healthcare, and the associated constraints, this article argues that healthcare managers can learn from recent developments in the field of marketing in order to better understand and serve patients.

British Journal of Healthcare Management Vol. 28, No. 7 pp. 185-189

Learning from the professional midwifery advocate role to revise clinical supervision in nursing

This articles discusses the potential advantages of this model over the current nursing clinical supervision approach.

British Journal of Healthcare Management Vol. 28, No. 7 pp. 196-200



Report

[NHS staff wellbeing: why investing in organisational and management practices makes business sense](#)

A rapid evidence review and economic analysis

IPPO, June 2022

Sustainability

[Nursing and climate change: How to reduce your environmental impact](#)

Centre for Sustainable Healthcare, April 2022

[Climate change adaptation: a guide for health and care professionals](#)

Centre for Sustainable Healthcare, April 2022

Workforce

[Flexible working: toolkit for individuals and line managers](#)

NHS England have created two flexible working guides, in collaboration with Timewise and NHS Staff Council. June 22nd 2022

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