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# Healthcare Management Bulletin

June 2023

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## **New Book added to Library Stock for loan**

Speaking up in a culture of silence: changing the organization activity from bullying and incivility to one of listening and productivity

Author: David Naylor. 2023

## **Articles**

### **Taking the wider view of employee engagement**

**Toma Pajojute** says that training and development, recognition, and culture are all key to employee retention – it isn't just about the pay. She reports on a recent survey which showed that stress was the biggest reason prompting healthcare staff to consider leaving the profession.

Clinical Services Journal, May 2023

### **Individual Characteristics That Promote or Prevent Psychological Safety and Error Reporting in Healthcare: A Systematic Review**

This systematic review investigates individual characteristics that support or prevent speaking up behaviours when adverse events occur. This study further explores how organizational interventions designed to promote error reporting, correlate to individual characteristics and perceptions of psychological safety.

Journal of Healthcare Leadership 2023:15 pp.59–70



### [Use of locum doctors in NHS trusts in England: analysis of routinely collected workforce data 2019–2021](#)

Temporary doctors, known as locum doctors, play an important role in the delivery of care in the National Health Service (NHS); however, little is known about the extent of locum use in NHS trusts. This study aimed to quantify and describe locum use for all NHS trusts in England in 2019–2021.

BMJ Open; London Vol. 13, 6, (2023): e065803.

### [Increasing joy in work in UK healthcare teams: a national quality improvement collaborative](#)

In 2021, the Royal College of Psychiatrists invited teams from healthcare organisations in the UK to join a 1-year subscription-based quality improvement programme, with the aim of enhancing staff wellbeing and improving joy in work. To the authors' knowledge, this represented the largest evaluation of the joy in work framework in healthcare.

British Journal of Healthcare Management Vol. 29, No. 6 pp. 1-16

### [Building capacity and capability for quality improvement: developing an organisational approach](#)

This article uses a case study methodology to describe the learning from 9 years of developing, delivering and evaluating quality improvement learning programmes at East London NHS Foundation Trust.

British Journal of Healthcare Management Vol. 29, No. 6 pp. 1-14

### [Emotional intelligence and conflict resolution styles among nurse managers: a cross-sectional study](#)

This study aimed to explore nurse managers' emotional intelligence levels and conflict resolution styles, and to identify any associations between these factors.

British Journal of Healthcare Management Vol. 29, No. 6 pp. 1-11

### [‘Speaking Up’ for patient safety and staff well-being: a qualitative study](#)

Following the Mid Staffordshire inquiry, Sir Robert Francis recommended that each National Health Service (NHS) trust appoints a Freedom To Speak Up Guardian (FTSUG) to listen to and support staff with concerns...

BMJ Open Quality 2023;12:e002047

## **Guidance**

### [Leading for all: supporting trans and non-binary healthcare staff](#)

[https://www.nhsconfed.org/system/files/2023-06/Leading-for-all-supporting-trans-non-binary-healthcare-staff\\_2023.pdf](https://www.nhsconfed.org/system/files/2023-06/Leading-for-all-supporting-trans-non-binary-healthcare-staff_2023.pdf)

Supporting leaders to understand the needs of trans and non-binary colleagues so they can perform their duties and provide high-quality allyship.

NHS Confederation, 6<sup>th</sup> June 2023



## **Report**

### **[Our future focus](#)**

<https://www.healthwatch.co.uk/report/2023-05-23/our-future-focus>

With unprecedented challenges facing NHS and social care services, we've launched a new plan setting how we work to make sure your experiences help make care better.

HealthWatch May 23<sup>rd</sup> 2023

### **[NHS equality, diversity, and inclusion improvement plan](#)**

<https://www.england.nhs.uk/long-read/nhs-equality-diversity-and-inclusion-improvement-plan/>

This improvement plan sets out targeted actions to address the prejudice and discrimination – direct and indirect – that exists through behaviour, policies, practices and cultures against certain groups and individuals across the NHS workforce.

NHS England, Published 8<sup>th</sup> June 2023

## **Policy Paper**

### **[NHS mandate 2023](#)**

[NHS mandate 2023 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/policies/nhs-mandate-2023)

The government's mandate to NHS England sets out their objectives for 2023 onwards.

Department of Health & Social Care, 15<sup>th</sup> June 2023

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