

# Management Bulletin

March 2021

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## Featured Article

### NHS sickness absence during the covid-19 pandemic

*Provisional data from the first wave in England show doctors were particularly hard hit, as **John Appleby** explains*

*How have NHS staff coped faced with thousands of patients with a novel and highly infectious virus, and massive upheavals in their working environment?*

BMJ, 372, March 3<sup>rd</sup> 2021

## Collaboration and Integrated Care

### [The health and social care White Paper explained](#)

*The White Paper groups the proposals under the following themes: working together and supporting integration; stripping out needless bureaucracy; enhancing public confidence and accountability; and additional proposals to support public health, social care, and quality and safety.*

The King's Fund, March 9<sup>th</sup> 2021

### [How might leadership roles evolve in integrated health and care systems?](#)

*This report explores some of the implications of the Long Term Plan and its supporting plans on leadership within local health and care systems, the roles that may emerge over time, and what knowledge, skills and support leaders need in the future.*

Social Care Institute for Excellence (SCIE); 2021.



## **Equality and Diversity**

### **[Women's Health Strategy: Call for Evidence](#) Open Consultation:**

*We are seeking your views to help inform the development of the government's Women's Health Strategy. This call for evidence is seeking to collect views on women's health. It will run for a period of 12 weeks and is open to everyone aged 16 and over. The easiest way to participate in the call for evidence as an individual is by completing the public survey.*

GOV.UK, Published March 8<sup>th</sup> 2021

## **Finance**

### **[Cost of living and the impact on nursing labour outcomes in NHS acute trusts](#)**

*This report examines the effect that variation in the cost of living has on the labour supply of existing nurses in NHS acute trusts. The report focuses on Band 5 and 6 nurses, which accounted for 23 per cent of the workforce in NHS acute trusts in 2018. It uses administrative payroll data to examine how trusts and nurses react to changes in the local cost of living, and the impact these changes have on the amount of labour supplied by existing nurses.*

Institute for Fiscal Studies (IFS); 2021.

## **Human Resources and Staff Engagement**

### **[Assessing risk for healthcare workers during the covid-19 pandemic](#)**

*This article discusses the risk factors of older, male sex, and ethnic minority for healthcare workers and how risk assessment of the work place..*

BMJ, 372 March 15<sup>th</sup> 2021

### **[Positive disclosure - a discussion guide](#)**

*Updated in March 2021, this discussion aid supports recruiting managers to follow best practice when an applicant declares a previous criminal conviction, or if a caution is disclosed following a Disclosure and Barring Service (DBS) check.*

NHS Employers, March 2021

## **Management and Leadership**

### **[Signposts on the road to recovery](#)**

*Sam Foster, Chief Nurse, Oxford University Hospitals, reflects on ways in which nurse leaders can help their staff recover from the stresses of working during the COVID-19 pandemic*

British Journal of Nursing Vol. 30, No. 4 pp.257



## **Occupational Health and Wellbeing**

A case management occupational health model to facilitate earlier return to work of NHS staff with common mental health disorders: a feasibility study. [\[Abstract\]](#)

Health Technology Assessment 2021;25(12)

### [Long-COVID guidance for employers](#)

Long-COVID is a new illness and evidence of how to treat it is rapidly emerging.

The Faculty of Occupational Medicine has published guidance that employers and managers can take to enable staff with long-COVID to return to work.

NHS Employers, March 8<sup>th</sup> 2021

## **Policies and Guidelines**

### [Building back elective care: a new framework for recovery](#)

*This report warns that the NHS in England could face a hidden waiting list of nearly 6 million people who have not come forward or been referred for treatment yet due to the significant disruption brought about by the pandemic. It explores what lies ahead for the health service and patients, based on the NHS Confederation's modelling of referral-to-treatment waiting trajectories in 2021. It offers an outline policy framework for starting to reduce waiting lists in an effective, equitable and efficient way.*

NHS Confederation, March 10<sup>th</sup> 2021

### [Updated guidance on meeting the duty of candour](#)

*This regulation makes clear what providers must do to meet the requirements of the regulation and the circumstances in which it must be applied. The updated guidance gives a more specific explanation of what is defined as a notifiable safety incident and examples covering a range of scenarios. And, it makes clear that the apology required to fulfil the duty of candour does not mean accepting liability and will not affect a provider's indemnity cover.*

Care Quality Commission CQC, March 11<sup>th</sup> 2021

## **Report**

### [NHS Staff Survey Results.](#)

NHS Staff Survey; 2021.

### <https://www.nhsstaffsurveyresults.com/>

*The survey (595,270 [47%] responses) showed that 44% of all staff, and 50% of those who had worked on a Covid-19 specific ward or area at some time last year, reported feeling unwell as a result of work related stress. This is the highest rate recorded in the past five years.*

### [Putting people first: supporting NHS staff in the aftermath of COVID-19](#)

*This report, part of the NHS Reset campaign, considers the five key factors needed for the*



*NHS to provide the most effective environment to retain – and sustain – staff over the weeks and months ahead.*

NHS Confederation, March 2021

## **Workforce**

### **[Workforce Race Equality Standard 2020](#)**

*The 2020 Workforce Race Equality Standard (WRES) report is the sixth publication since the WRES was mandated, and it covers all nine indicators. It also compares data against previous years.*

NHS England and NHS Improvement, First Published February 25<sup>th</sup> 2021 updated Feb 26<sup>th</sup> 2021

### **[Frustrated, angry and unfair: staff experiences of DNAR decision-making in 2020](#)**

*This report provides findings and recommendations from research with staff members working across health, care and social work, who have shared their experiences of DNAR (do not attempt resuscitation) decisions.*

The British Institute of Human Rights (BIHR), March 2021

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