

# Management Bulletin

November 2021

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## Featured Article

Why do systems for responding to concerns and complaints so often fail

Patients, families and healthcare staff? A qualitative study

*This article draws on a large qualitative dataset, comprising 88 predominantly narrative interviews with people raising and responding to concerns and complaints in six English NHS organisations*

Social Science & Medicine, October 2021

## Equality & Diversity

[Embedding the Workforce Disability Equality Standard](#)

*Learn about the Workforce Disability Equality Standard (WDES) and access guidance and resources to help you support staff with disabilities.*

NHS Employers, November 19<sup>th</sup> 2021

## Facilities & Estates

[Digital systems for accurate temperature monitoring](#)

*This article outlines a practical approach to safe management of hospital and other Healthcare water systems to minimise the risk of Legionella colonisation and in turn, prevent patients contracting Legionnaire's disease.*

Health Estate Journal, 75 (11) pp. 67-70 November 2021



## **Human Resources and Staff Engagement**

### **[Recording menopause sickness on ESR](#)**

Guidance on how to record menopause sickness absence on the NHS electronic staff record (ESR).  
NHS Employers, November 1<sup>st</sup> 2021

### **[Code of Practice for International Recruitment: a quick guide](#)**

A quick guide to support your understanding of the UK Code of Practice  
NHS Employers, November 11<sup>th</sup> 2021

## **Information Governance**

### **[Integrating gender data in health information systems: challenges, opportunities and good practices](#)**

*This paper explains the importance of gender data and statistics and how health information systems contribute. It explores the common challenges in producing and using gender and health data and suggests opportunities and examples of good practices. Recommendations to support national health systems improve data quality are provided.*

WHO, 2021

## **Management & Leadership**

### **[Winter 2021 preparedness: nursing and midwifery safer staffing](#)**

*The following actions focus on preparedness, decision making and escalation processes to support safer nursing and midwifery staffing as the winter period approaches.*

NHS England & NHS Improvement, November 12<sup>th</sup> 2021

## **Occupational Health & Wellbeing**

### **[Individual and organisational strategies to develop resilience in the nursing workforce](#)**

*This article discusses the theoretical underpinnings of resilience, explains what resilience in nurse's means, and describes the adverse effects of the pandemic on nurses' mental health and resilience. The article also explores how nurses' resilience can be developed and enhanced from an individual and organisational perspective.*

Nursing Standard, September 2021

## **Policies & Guidance**

### **[NHS health and wellbeing framework](#)**

*This framework is a high-level culture change toolkit aimed at health and wellbeing staff, human resources (HR) and organisational development (OD) staff, HR and OD directors, wellbeing guardians, managers and leaders and anyone with an interest in health and wellbeing.*

*It is made up of four documents:*

#### **[Strategic overview](#)**



## **Elements of health and wellbeing**

### **Diagnostic tool**

### **Implementation guide**

NHS England & NHS Improvement, 4<sup>th</sup> November 2021

## **Reports**

### **[NHS hospital bed numbers: past, present, future](#)**

*The total number of NHS hospital beds in England has more than halved over the past 30 years.*

*This explainer aims to place discussions about hospital beds in a wider context by:*

*Presenting data on hospital beds for England over a 30-year period and, where possible, data on other categories of beds used in health care, comparing bed supply in the NHS with other countries, exploring the drivers underpinning changes observed in hospital bed numbers considering whether further bed reductions are realistic.*

The King's Fund, November 5<sup>th</sup> 2021

### **[Attracting, supporting and retaining a diverse NHS workforce](#)**

*This report, commissioned by NHS Employers, examines the representation of under-served groups and provide a set of recommendations for change as the NHS strives to become an exemplar of equality, diversity and inclusion.*

Nuffield Trust, November 2021

### **[Delayed hospital handovers: impact assessment of patient harm](#)**

*This report, based on a structured clinical review of handover delays at hospital emergency departments across England, finds that the proportion of patients who could be experiencing unacceptable levels of preventable harm is significant*

Association of Ambulance Chief Executives (AACE) November 2021

## **Workforce**

### **[A mentoring programme to meet newly graduated nurses' needs and give senior nurses a new career opportunity: A multiple-case study](#)**

*To evaluate the implementation of a multifaceted mentoring programme in a large university hospital and describe its value from the perspectives of newly graduated nurses, experienced nurses and the hospital organisation.*

Nurse Education in Practice 57 November 2021

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