

Management Bulletin

October 2021

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Featured Article

[Baby steps are adding up to deliver the world's first net zero health service by 2045](#)

A greener NHS by Dr Nick Watts

Facilities & Estates

The role of water management in providing effective, safe hospital care.

Healthcare estates have faced a multitude of challenges, particularly in these last 18 months. However, one steady constant for them to have always been aware of – and which could sometimes fly under the radar - is the importance of water management and monitoring.

NHE, September 13th 2021

Finance

[The latest on the NHS estate](#)

A grim sense of déjà vu may strike anyone who reads the latest annual data on the condition of NHS buildings and equipment. Once again, the costs of tackling the backlog of maintenance problems has risen and at the end of 2020/21 stands at £ 9.2 billion.

The King's Fund, October 14th 2021

Human Resources and Staff Engagement



[Inspire, attract and recruit toolkit: Resources and guidance to support your workforce supply.](#)

This resource has been developed for NHS HR professionals, recruitment teams and managers to help inspire, attract and recruit your future workforce.

NHS Employers, September 29th 2021

[International recruitment toolkit.](#)

Use this resource to plan your approach to overseas recruitment activity, or to review the quality and efficiency of your existing practices.

NHS Employers, September 30th 2021

Management & Leadership

[Role of emotional intelligence in effective nurse leadership](#)

This article explores emotional intelligence, discusses its importance as a characteristic of effective nurse leaders and managers, and suggests practical activities that leaders can undertake to develop their emotional intelligence skills.

Nursing Standard, September 13th 2021

Policies & Guidance

[Planning guidance 2021/22 update: October 2021 to March 2022.](#)

On 30 September, NHS England and NHS Improvement (NHSEI) chief executive Amanda Pritchard wrote to NHS organisations to outline an updated version of 2021/22 operational planning guidance and the NHS's priorities between now and March 2022. This briefing sets out our view on the guidance and summarises some of the key issues.

NHS Confederation; 2021.

[Equality, Diversity and Inclusion Training: A good practice guide](#)

Published by the NHS Staff Council, this is a framework for the delivery of mandatory NHS equality, diversity and inclusion training for all staff.

NHS Employers, October 15th 2021

Quality Improvement

[The importance of learning and knowledge sharing to support implementation of total quality management in healthcare](#)

This study aimed to explore how learning and knowledge sharing policies influence total quality management initiatives in the healthcare sector.

British Journal of Healthcare Management 27, No. 10 pp.1-10



[Agility: the missing ingredient for NHS productivity](#)

*Some improvement approaches that can increase productivity, and how to make them happen
Maximising productivity is critical if the NHS is to survive the pressures it faces in the aftermath of COVID-19 and from the long-term growth in demand for health care.*

The Health Foundation, October 13th 2021

Reports

[Whistleblowing disclosures report 2021: healthcare professional regulators.](#)

The report highlights the collaborative efforts of eight regulators (General Chiropractic Council, General Dental Council, General Medical Council, General Optical Council, General Osteopathic Council, General Pharmaceutical Council, The Health and Care Professions Council and the Nursing and Midwifery Council) to address serious issues that health and care professionals have raised in UK workplaces. Around a third of NMC disclosures made during this year were related to the pandemic.

Nursing and Midwifery Council (NMC); 2021.

Workforce

[New NHS clinical leadership to support post-COVID challenges](#)

Leading clinicians from across the health service have been appointed to new national clinical roles to help lead action on post-COVID challenges facing patients and staff.

NHS September 21st 2021

[Influenza season 2021–22: what healthcare managers need to know](#)

With the influenza season approaching and COVID-19 case numbers remaining high, this article highlights key points for healthcare managers and leaders going into this potentially challenging period

British Journal of Healthcare Management 27, No. 10 pp. 1-4

[Covid-19 Training Recovery Programme](#)

The Post Graduate Medical Education (PGME) Recovery Programme was established in April 2021 to reset, recover and reform PGME.

Interim Progress Report

A Training Recovery Interim Progress Report has now been published. The report outlines the approach taken to define, manage and reduce risks to medical workforce wellbeing, numbers and future supply. It also sets out our joint commitments for continuing to build upon and embed the progress we have made to facilitate training recovery and secure future improvements to PGME.

Health Education England, October 2021



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