

Management Bulletin

September 2021

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Featured Article

[Waiting for care](#)

Understanding the pandemic's effects on people's health and quality of life

The effects of the pandemic should not be measured in mortality alone. The suspension of routine NHS care has affected people's health and wellbeing – with the significance of this depending on the type of condition or treatment delayed.

The Health Foundation, August 26th 2021

Collaboration and Integrated Care

[HR framework for developing integrated care boards: supporting the successful transition of people into integrated care boards, version 1, August 2021.](#)

This human resources (HR) framework provides national policy ambition and practical support for NHS organisations affected by the proposed legislative changes as they develop and transition towards the new statutory integrated care boards.

NHS England and NHS Improvement; 2021.

[Building strong integrated care systems everywhere: guidance on the ICS people function, version 1, August 2021..](#)

This guidance builds on the priorities set out in the People Plan. It is intended to help NHS system leaders and their partners support their 'one workforce' by delivering key outcome-based people functions from April 2022.

NHS England and NHS Improvement; 2021.



[Building strong integrated care systems everywhere: ICS implementation guidance on effective clinical and care professional leadership, version 1, 2 September 2021.](#)

This guidance supports the development of distributed clinical and care professional leadership across integrated care systems (ICSs). It describes ‘what good looks like’ in this regard, based on an extensive engagement exercise involving more than 2,000 clinical and care professional leaders from across the country, led by a multiprofessional steering group.]

NHS England and NHS Improvement;2021.

Equality & Diversity

How equal is access to senior management and leadership roles in the NHS?

This article highlights racial and ethnic discrepancies in positions of leadership and management in the NHS, and explores the programmes available and the steps that Black, Asian and minority ethnic employees can take to help them progress to senior management roles. (Literature Review)

British Journal of Healthcare Management, Vol. 27, No. 9 pp. 244-247

[The health of people from ethnic minority groups in England](#)

This long read examines ethnic differences in health outcomes, highlighting the variation across ethnic groups and health conditions, and considers what’s needed to reduce health inequalities.

This long read was first published on 17 February 2021. It was updated on 17 September 2021.

The King’s Fund, September 2021

Policies & Guidance

[Workplace health: long-term sickness absence and capability to work.](#)

This quality standard covers how to help people return to work after long-term sickness absence, reduce recurring sickness absence, and help prevent people moving from short-term to long-term sickness absence. It covers everyone aged over 16 in full-time or part-time employment (paid or unpaid). It describes high-quality care in priority areas for improvement.

National Institute for Health and Care Excellence (NICE); 2021.

[Welfare facilities for healthcare staff](#)

The NHS Staff Council’s Health, Safety and Wellbeing Partnership Group (HSWPG) has developed guidance to support NHS organisations to improve their provision of staff welfare facilities.

NHS Staff Council’s Health, Safety and Wellbeing Partnership Group, 2021

[Equity and equality: Guidance for local maternity systems](#)

Based on the five health inequalities priorities in the 2021/22 Planning Guidance, this will help



Local Maternity Systems align their Equality and Equality Action Plans with Integrated Care Systems health inequalities work. The guidance includes an analysis of the evidence, interventions to improve equity and equality, resources, indicators and metrics.

[NHS pledges to improve equity for mothers and babies and race equality for staff](#)

Summary

The four pledges help create a shared understanding of why work on equity and equality is needed, and the aims and outcomes of this work. The four pledges can help ‘set the scene’ in local co-production work.

NHS England, September 2021

[New international guidelines on nurse prescribing launched](#)

The International Council of Nurses (ICN) has today published new guidelines to support the expansion of nurse prescribing around the world.

The [Guidelines on Prescriptive Authority for Nurses](#) look at the history and different models of nurse prescribing.

Nursing Times, September 22nd 2021

Professional Development

[Presenteeism: Showing Up Just for the Sake of It.](#)

A definition of presenteeism is when you feel the need to work long hours or do extra just to be seen doing it. You may be tired, unproductive or even sick, but still feel pressured to work. Managers can minimize presenteeism by following a few straightforward steps: Lead from the front; Focus on outcomes; Offer WFH support; Talk openly about mental health.

Mind Tools; 2021.

Quality Improvement

[Quality improvement in practice—part two: applying the joy in work framework to healthcare](#)

This article, the second in a three-part series on the practical application of quality improvement in healthcare, presents four case studies that demonstrate the learning from four healthcare systems that have been applying both quality improvement and the Institute for Healthcare Improvement's ‘joy in work’ framework to enhance staff wellbeing and experience.

British Journal of Healthcare Management, Vol. 27, No. 9 pp. 234-240

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