Leadership Bulletin February 2020

Articles

The following journal articles are available from the Library and Knowledge Service electronically or in print. Please follow links to access full text online, contact me to order copies, or call into your nearest library.

A systematic review exploring the content and outcomes of interventions to improve psychological safety, speaking up and voice behaviour.
[This review synthesises the content, theoretical underpinnings and outcomes of interventions which have targeted psychological safety, speaking up, and voice behaviour within a healthcare setting. It aims to identify successful interventions and inform the development of more effective interventions.]

Unpacking organizational readiness for change: an updated systematic review and content analysis of assessments.
[Organizational readiness assessments have a history of being developed as important support tools for successful implementation. However, it remains unclear how best to operationalize readiness across varied projects or settings. We conducted a synthesis and content analysis of published readiness instruments to compare how investigators have operationalized the concept of organizational readiness for change.]

What do we really assess with organisational culture tools in healthcare? An interpretive systematic umbrella review of tools in healthcare.
[A toxic organisational culture (OC) is a major contributing factor to serious failings in healthcare delivery. Conclusion: This umbrella review identifies the essential tangible and intangible themes of OC tools. OC tools in healthcare do not seem to be designed to determine deeper underlying dimensions of culture. We suggest approaching complex underlying OC problems by focusing on the intangible dimensions, rather than putting the tangible dimensions up front.]

Guidelines

The following new guidance has recently been published:

https://www.england.nhs.uk/operational-planning-and-contracting/
[This guidance covers system planning, full operational plan requirements, details of workforce transformation requirements, the financial settlement and the process and timescales around the]
submission of plans that the NHS must plan to produce during 2020/21.

Freely available online

The health, safety and wellbeing of shift workers in healthcare environments.
NHS Employers; 2020.

[The guidance explores: how shift work can impact on health, safety and wellbeing; what can employers and employees do; the importance of partnership working on shift working patterns. This guidance was produced by the NHS Staff Council's Health, Safety and Wellbeing Partnership Group.]

Freely available online

Reports

The following report(s) may be of interest:

A public policy blind spot? The possible futures of the social care workforce.
Nuffield Trust; 2020.

["Prime Minister Boris Johnson has suggested his government will publish an immigration white paper in March, setting out an ‘Australian-style’ points-based system that will come into effect in 2021. The Migration Advisory Committee (MAC) was tasked with investigating how this new system might work. Their report, published last week, offers recommendations and insights into what we might expect in the white paper.”]

Freely available online

Leading with empathy.
NHS Improvement; 2020.
https://improvement.nhs.uk/resources/leading-with-empathy/

[A case study of how East Lancashire Hospitals NHS Trust are using a modern, supportive approach to staff development to successfully combat longstanding recruitment challenges and rising rates of staff turnover and absence. Implementing a recruitment campaign and a training and development strategy to support and nurture their staff, the ED has seen nursing vacancies reduce, and sickness absence improve significantly - with a reciprocal improvement in bank and agency spending.]

Freely available online

New to Care.
NHS Improvement; 2020.
https://improvement.nhs.uk/resources/new-to-care/

[A case study of how University Hospitals Plymouth (UHP) NHS Trust tackled its issues with nursing recruitment and retention by developing a clear pathway for staff development and progression.]

Freely available online
Mind Tools; 2020.
https://www.mindtools.com/pages/article/newPPM_05.htm

[The Planning Cycle is an eight-step process that you can use to plan any small-to-medium sized project. The tool enables you to plan and implement fully considered, well-focused, robust, practical, and cost-effective projects. It also helps you to learn from any mistakes you make, and to feed this knowledge back into your future planning and decision making.]

Freely available online

Websites

The following website(s) may be of interest:

Hexitime - skill exchange and timebank for improvement
https://hexitime.com/
[Hexitime is a skill exchange and timebank for improving the quality of health and care services across the UK. Various improvement and related skills / sessions / projects to get or offer help with. In association with Health Foundation's Q Exchange ]
Freely available online

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