

Informing Transformation Bulletin

05 October 2018

Contact Library and Knowledge Services for assistance in accessing articles and publications in this bulletin:

awp.ejournals@nhs.net | 0117 919 5716

You may need your NHS OpenAthens password to access online articles and publications.

This bulletin is published on a monthly basis. Please contact the Library if you would like to receive it on a regular basis.

All reasonable care is taken to ensure that the information we provide is accurate. We accept no responsibility for the content of, or access to, included web links or for use of the information therein. The information provided is selective; however, the inclusion of a link does not imply approval of the contents of the website.

[What people have told us about mental health](#)

This report forms part of a multi-year project to understand people's experiences of mental health care. It sets out what people have told Healthwatch about their experiences of accessing mental health services and the wider support available. The report is accompanied by a literature review

Topic: Informing Transformation Format: Online article

Publication: Healthwatch

Access options: Available online

[Your first stop for better mental health at work](#)

The Mental Health at Work website was launched at an event at Engine Shed in Bristol on 11 September. It is a first stop to find documents, guides, tips, videos, courses, podcasts, templates and information from key organisations across the UK, all aimed at helping managers get to grips with workplace mental health. Mental Health at Work is curated by Mind, and funded by The Royal Foundation as part of their Heads Together campaign.

Topic: Informing Transformation Format: Website

Publication: Mental Health at Work

Access options: Available online

[Seamless services to improve outcomes for people](#)

The briefing provides an insight into the aims of providing seamless services and showcases the different ways health and care are now delivered.

The key points within the briefing include:

Services should be organised around the individual to provide person-centred care.

A seamless health and care system results in efficient and effective care that delivers the right outcomes for individuals.

Organising the collective skills and resources in a community around an individual can provide better outcomes for them.

Regional Partnership Boards are central to the delivery of seamless services and new models of care. Across Wales, new ways of working are already providing a seamless response.

Topic: Informing Transformation Format: PDF

Publication: NHS Confederation

Access options: Available online

All reasonable care is taken to ensure that the information we provide is accurate. We accept no responsibility for the content of, or access to, included web links or for use of the information therein. The information provided is selective; however, the inclusion of a link does not imply approval of the contents of the website.

[Diversity should be a strategic priority](#)

This Kings Fund blog points out that while there is a clear moral case to address diversity and inclusion, there is also growing evidence of the link between diversity and financial performance which leaders should not ignore. Research by McKinsey shows higher financial performance of large companies where there is a greater proportion of women and a more mixed ethnic and cultural composition.

Topic: Informing Transformation Format: **Blog**

Publication: King's Fund

Access options: Available online

[Measuring complexity and quantity of community caseloads](#)

The caseloads of members of community mental health teams are growing in size and complexity due to an increased emphasis on community-based care.

This article describes a complex quality improvement project consisting of a series of group meetings and workshops over a period of six months. The authors outline the rationale and development of the project, the philosophy and values that underlie it, the processes and strategies adopted, and the activities they and the team engaged in. It is based on service users in a London borough.

This quality improvement project can be used as a model for other community mental health teams that want to improve the management of their caseloads.

Topic: Informing Transformation Format: Online article

Publication: Mental Health Practice

Access options: OpenAthens login required

[Organisation and delivery of liaison psychiatry services in general hospitals in England: results of a national survey](#)

The objectives of this study were to describe the current provision of hospital-based liaison psychiatry services in England, and to determine different models of liaison service that are currently operating in England. This is the most comprehensive study to date of liaison psychiatry in England and demonstrates the wide availability of such services nationally. Although all services provide an acute assessment function, there is no uniformity about hours of coverage or expectation of response times.

Topic: Informing Transformation Format: **Online article**

Publication: British Medical Journal

Access options: Available online

All reasonable care is taken to ensure that the information we provide is accurate. We accept no responsibility for the content of, or access to, included web links or for use of the information therein. The information provided is selective; however, the inclusion of a link does not imply approval of the contents of the website.

[Becoming an age-friendly employer: Evidence report](#)

This study explores employers' strategic engagement with ageing workforce issues, assessing age-friendly policy and practice. The report outlines, where relevant, evidence on promising approaches, setting out a range of practices that promote age-friendly workplaces.

Focusing on the theme of age-friendly workplaces, it explores three topics in particular

- Reducing age bias in recruitment (chapter 2)
- Promoting good quality flexible work (chapter 3)
- Maximising the benefits of age diversity at work (chapter 4)

Topic: Informing Transformation Format: PDF

Publication: Centre for Ageing Better

Access options: Available online

[One door closes, another opens: Surviving and thriving through organizational restructure by ensuring knowledge continuity](#)

Since the 2001 formation of the NHS Modernisation Agency, service improvement organizations in the NHS have regularly faced organizational restructure. Through successive restructures, there has been a growing awareness of the need to preserve organizational memory. In 2015, faced with the largest upheaval in NHS service improvement history, one knowledge team took steps to enable 'knowledge continuity' – the process of capturing organizational memory as one organization closes and transferring it to a successor organization. This article outlines the actions the team took to capture and migrate a wealth of NHS service improvement knowledge content and their actions to reconfigure the content for its new organizational home.

Topic: Informing Transformation Format: Online article

Publication: Business Information Review

Access options: Contact the Library for fulltext

[Managerial leadership for research use in nursing and allied health care professions: a systematic review](#)

Leadership by point-of-care and senior managers is increasingly recognized as critical to the acceptance and use of research evidence in practice. The purpose of this systematic review was to identify the leadership behaviours of managers that are associated with research use by clinical staff in nursing and allied health professionals. This systematic review adds to the growing body of evidence that indicates that manager-staff dyads are influential in translating research evidence into action. Findings also reveal that leadership for research use involves change and task-oriented behaviours that influence the environmental milieu and the organisational infrastructure that supports clinical care.

Topic: Informing Transformation Format: Online article

Publication: Implementation science

Access options: Available online

All reasonable care is taken to ensure that the information we provide is accurate. We accept no responsibility for the content of, or access to, included web links or for use of the information therein. The information provided is selective; however, the inclusion of a link does not imply approval of the contents of the website.

[Impact of the Care Quality Commission on provider performance: room for improvement?](#)

The Care Quality Commission (CQC) introduced a new approach to inspecting and rating health and social care providers in 2013. Alliance Manchester Business School and The King's Fund have undertaken the first major evaluation of this approach. Between 2015 and 2018 they examined how CQC's inspection and rating model was working in four sectors (acute care, mental health care, general practice and adult social care) in six areas of England. The KF developed a new framework for understanding the impact of regulation that describes eight ways in which regulation can affect provider performance. They found examples of all eight types of impact in their framework, although some were more prevalent than others and there were differences between sectors.

Topic: Informing Transformation Format: PDF

Publication: King's Fund

Access options: Available online

[Approaches to better value: improving quality and cost](#)

This report shares learning and insight from three NHS hospital trusts that have developed organisation-wide strategies for value improvement. It draws on interviews, roundtables and site visits with senior leaders in the NHS who are committed to developing better value services. The report suggests a wide variety of approaches are being taken to improve value in the NHS. These include top-down programmes that focus on a wide range of clinical services from their inception, to value improvement strategies that are more organically grown from a few individual services until they cover a wider breath of hospital-based care.

Topic: Informing Transformation Format: PDF

Publication: King's Fund

Access options: Available online

[A year of integrated care systems: reviewing the journey so far](#)

ICSs' development has been locally led and there is no national blueprint. The King's Fund carried out interviews in eight of the 'first wave' ICSs to understand how they are developing and to identify lessons for local systems and national policy-makers. The systems vary widely in their size and complexity. Larger ICSs are working to improve health and care through neighbourhoods and places as well as across whole systems, emphasising the principle of subsidiarity. Most ICSs are making progress in developing their capabilities to work as systems, and organisations are working more collaboratively to manage finances and performance in a way that was not happening previously.

Topic: Informing Transformation Format: PDF

Publication: King's Fund

Access options: Available online

All reasonable care is taken to ensure that the information we provide is accurate. We accept no responsibility for the content of, or access to, included web links or for use of the information therein. The information provided is selective; however, the inclusion of a link does not imply approval of the contents of the website.

[New regional support for STPs and ICSs launched](#)

Health and care partnerships across England are set to benefit from a major new NHS Confederation initiative aiming to galvanise learning and engagement among sustainability and transformation partnerships (STPs) and integrated care systems (ICSs). A new regional team will work with system leaders over the coming months to identify how best to support peer learning and spread good practice on integration. It will also create opportunities to influence national policy and thinking. The setting up of the regional team comes in response to extensive engagement with system leaders, and will complement existing support from national bodies and other stakeholders.

Topic: Informing Transformation Format: Webpage

Publication: NHS Confederation

Access options: Available online

[Making data count](#)

This practical, interactive guide is suitable for those working at all levels in the NHS, from ward to board, and shows how to make better use of data

Topic: Informing Transformation Format: Webpage

Publication: NHS Improvement

Access options: Available online

[Too many projects](#)

Most organizations struggle to kill initiatives, even those that no longer support their strategy. Unaware of the cumulative impact or unwilling to part with pet projects or both, senior leaders pile on more and more, expecting teams to absorb it all. Productivity, engagement, performance, and retention tend to suffer as a result. In their consulting work the authors have observed several root causes of initiative overload, including impact blindness, multiplier effects, political logrolling, unfunded mandates, cost myopia, and inertia. Understanding those causes can help leaders diagnose the risks in their organizations and make smarter decisions about what to keep and what to kill. A step-by-step process can guide them.

Topic: Informing Transformation Format: Online article

Publication: Harvard Business Review

Access options: OpenAthens login required

All reasonable care is taken to ensure that the information we provide is accurate. We accept no responsibility for the content of, or access to, included web links or for use of the information therein. The information provided is selective; however, the inclusion of a link does not imply approval of the contents of the website.

[Resilience in the NHS: a necessary leadership attribute](#)

Discusses the importance of resilience for NHS leaders and their staff in order to build personal wellbeing and productivity.

Topic: Informing Transformation Format: Journal article

Publication: British Journal of Healthcare Management

Access options: Contact the Library for fulltext

[Mental health policy in England](#)

Briefing paper which looks at various aspects of mental health policy and provision in England including rising rates of detention and the disproportionate use of the Mental Health Act 1983 among people from black and minority ethnic (BAME) groups, 'advance planning' decisions, and the use of force and restrictive intervention in mental health units.

Topic: Informing Transformation Format: PDF

Publication: House of Commons Library

Access options: Available online

All reasonable care is taken to ensure that the information we provide is accurate. We accept no responsibility for the content of, or access to, included web links or for use of the information therein. The information provided is selective; however, the inclusion of a link does not imply approval of the contents of the website.