

## EXECUTIVE UPDATE

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### Integrated Care Systems/Integration

**NHS Employers**, [Integrated workforce thinking across systems: practical solutions to support integrated care systems \(ICSS\)](#), “This guide has been written to support employers in integrated workforce thinking, in line with delivering the ICS strategy.”

**Centre for Mental Health**, [A working partnership: a guide to developing integrated statutory and voluntary sector mental health services](#), “This briefing focuses on the development of integrated mental health services which involved staff from both the NHS and VCS working together as part of the same team.”

### Workforce/Leadership

**Institute for Employment Studies**, [Job crafting and flexible working in general practice](#), “This study has explored how six GP practices across the UK have approached the challenges of designing and implementing flexible work designs and job crafting to meet the increase in patient demands and ensuring that individual staff needs, and the wider practice can be balanced.”

### Population Health

**ICLUK**, [Health and place: how levelling up health care can keep older workers working](#), “The Health of Older People in Places (HOPE) project is a multidisciplinary research project funded by the Health Foundation under the Social and Economic Value of Health in a Place (SEVHP) programme. The HOPE project has built on this research by showing the link between levels of employment and health in a place.”

**The Health Foundation**, [Economic turmoil and its impact on health and care](#), “Autumn has been a rollercoaster. The big issue dominating everything is whether the new Prime Minister will have a detailed fiscal plan that can assure the markets of what the former Treasury Permanent Secretary, Lord MacPherson of Ealing, calls sound money. This will affect the cost-of-living, interest rates, pension savings and the housing market, touching most people’s lives. This impact also extends to health.”

**The Health Foundation**, [Public health grant: what it is and why greater investment is needed](#), “Investment in prevention represents excellent value for money compared with health care spend. Yet recent announcements have continued the trend of disinvesting in the wider funding that helps to maintain and improve people’s health. While DHSC spend on NHS England has increased in real terms over the past decade, there has been a 24% real-terms per person cut in the value of the grant between the initial allocations for 2015/16 and 2022/23.”

### NHS Performance/NHS Finance

**Care Quality Commission**, [The state of health care and adult social care in England 2021/22](#), “This report sets out the Care Quality Commission’s (CQC’s) assessment of the state of care in England in 2021/22. This year’s assessment concludes that the health and care system is gridlocked, unable to operate effectively. Most people are still receiving good care when they can access it – although this is less likely to be the case for people living in deprived areas, disabled people and people from ethnic minority groups. Without action now, staff retention will continue to decline across health and care, increasing pressure across the system and leading to worse outcomes for people. Services will be further stretched, and people will be at greater risk of harm as staff try to deal with the consequences of a lack of access to community services, including adult social care.”

**NHS Confederation**, [The State of Care report: what you need to know](#), “This briefing provides a summary and analysis of the Care Quality Commission’s annual report on the state of health and care in England.”

**The Health Foundation**, [Improving efficiency in the NHS](#), “The NHS is already an efficient health care system, in terms of what is achieved with the funding available. However, with constant pressure to do more with less, finding ways to improve efficiency is always high on the agenda.”

**The King’s Fund**, [Has the public fallen out of love with the NHS?](#), “Earlier this year The King’s Fund and The Nuffield Trust published results of the 2021 British Social Attitudes survey, which asked members of the public about their views on health and care services. The results were stark, with unprecedented drops in satisfaction across the board. But can we conclude that there has been a fundamental rupture in the relationship between the NHS and the public?”

### **Equality and Equity**

**The King’s Fund**, [Can Deaf and disabled people’s organisations help shape health and care services in the UK?](#), “Manishta Sunnia, a researcher for the disabled women’s collective, Sisters of Frida, outlines how working in partnership with Deaf and disabled people’s organisations could enable health services to better meet the needs of those who use them.”

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**This guide provides a selection of relevant resources and is not intended to be a comprehensive list. All websites have been evaluated and details are correct at the time of publications.**

**Details correct at time of going to print. Please note that resources are continuously updated.**

**For further help or guidance, please contact a member of library staff.**

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