

Health Services Transformation Bulletin

20th April 2022



Design of care pathways

Optimisation of postoperative X-ray acquisition for orthopaedic patients [Saggi SS. *BMJ Open Quality*]
[Conclusion: Our new workflow of acquiring postoperative X-rays for patients following orthopaedic surgery procedures has shown to be easily administered with tangible benefits of earlier assessment and rehabilitation for patients as well as better utilisation of resources with good end-user experience... It has since been adopted to good effect and is now the standard workflow for all postoperative orthopaedic patients.]

Available [here](#)

Rapid implementation of an outpatient arthroplasty care pathway: a COVID-19-driven quality improvement initiative [Peacock S. *BMJ Open Quality*]

[Conclusion: Our study demonstrates that implementation of an outpatient total joint arthroplasty (TJA) pathway in response to inpatient resource constraints during the COVID-19 pandemic is feasible. The findings of this report will be of interest to surgical centres facing surgical backlog and constraints on inpatient resources during and after the pandemic.]

Available [here](#)

Digital Medicine

Building an evidence standards framework for artificial intelligence-enabled digital health technologies [Unsworth H. *The Lancet Digital Health*]

[A multi-stakeholder team aims to produce a set of specific evidence standards for AI health technologies to facilitate effective and equitable evaluation strategies. In this Comment, we explain the rationale for this project and call for collaboration from digital health experts.]

Available [here](#)

The digital, data and technology playbook: government guidance on sourcing and contracting for digital, data and technology projects and programmes [HM Government]

[The Digital, Data and Technology Playbook sets out 11 key policy reforms which will transform how we assess, procure and manage products and services.]

Available [here](#)

The medical algorithmic audit [Liu X. *The Lancet Digital Health*]

[Artificial intelligence systems for health care, like any other medical device, have the potential to fail. We propose a medical algorithmic audit framework that guides the auditor through a process of considering potential algorithmic errors in the context of a clinical task, mapping the components that might contribute to the occurrence of errors, and anticipating their potential consequences.]

Available [here](#)

Discharge planning

Hospital discharge and community support guidance [Department of Health and Social Care]

[This document sets out how health and care systems can ensure that people are discharged safely from hospital to the most appropriate place, and continue to receive the care and support they need after they leave hospital. This is an updated version of the document published on 19 October 2021.]

Available [here](#)

Health records and data

Better, broader, safer: using health data for research and analysis [Department of Health and Social Care]

[Professor Ben Goldacre's review into how the efficient and safe use of health data for research and analysis can benefit patients and the healthcare sector.]

Available [here](#)

Integrated Care

Integrated care communications toolkit [NHS Confederation]

[This toolkit was developed to help communicate the changes taking place in the health and care system. Resources have been produced to help with explaining integrated systems to the public, elected members and officers of councils, and non-executive directors. The toolkit also includes a jargon buster and some FAQs.]

Available [here](#)

Healthy communities together – embarking on a journey of partnership working [The King's Fund]

[The Healthy communities together programme aims to support voluntary and community sector, local authority and NHS organisations to deliver a programme of change based on developing partnership working.]

Available [here](#)

Integrated care systems need to be different – but how exactly? [The King's Fund]

[ICSs are intended to be a fundamental departure from previous NHS structures with a different type of leadership based on partnerships. To live up to their promise, what are the things that should be 'different' about ICSs?]

Available [here](#)

Identifying and understanding the factors that influence the functioning of integrated healthcare systems in the NHS: a systematic literature review [Bhat K. *BMJ Open*]

[Review of 33 articles stratified factors affecting integrated healthcare systems into 6 categories; organisational culture, workforce management, interorganisational collaboration, leadership, economic and political factors. Leadership was the most influential factor.]

Available [here](#)

Leadership

What next for NHS management? Messages for Messenger [NHS Confederation]

[Implications for the future of NHS management and four key areas requiring action.]

Available [here](#)

A Leadership Lesson Learned: Employees Come First [Therady, A. *Journal of Healthcare Management*]

[In the article, the author discusses some leadership lessons that can be adopted in the healthcare industry. She claims that leading and managing healthcare teams is both science and art and leaders should work with and for their subordinates. Other topics include the importance of recognizing the human needs of the healthcare workforce and the benefits of formal leadership education based on her experiences.]

Available [here](#)

Organisational Development

What counts as a voiceable concern in decisions about speaking out in hospitals: A qualitative study.

[Dixon-Woods, M. *Journal of Health Services Research & Policy*]

[Understanding how those who work in health care organisations come to recognise what counts as a voiceable concern is critical to understanding decisions and actions about speaking out. The concept of a voiceable concern may help to explain aspects of voice behaviour in organisations as well as informing interventions to improve voice.]

Available [here](#)

Rather sooner than later: Participatory change management associated with greater job satisfaction in healthcare. [Turja, T. *Journal of Advanced Nursing*]

[The article presents the discussion on importance of social capital and human wellbeing at work rather than focusing solely on cost-effectiveness and financial capital. Topics include robotic investments separating from any co-operation procedures between employers and employees; and analysed also in relation to perceived respect, collegial capital, and satisfaction with management.]

Available [here](#)

Patient flow

Hospital Flow: pandemic lessons learned [Institute for Healthcare Improvement]

[James Rudy, Senior Director of Integrated Operations at Northwell Health discusses what they have learned about improving hospital flow over the last two years of the pandemic.]

Available [here](#)

Five relationships that are essential to successfully managing the elective backlog [The King's Fund]

[The national plan to tackle the elective backlog has set out the ambition, but ultimately solutions will be implemented locally. Five relationships stood out as being vital.]

Available [here](#)

Managing intergroup silos to improve patient flow [Kreindler, S. *Health Care Management Review*]
[Silos, though an unavoidable feature of organizational life, can be managed and mitigated. However, a key challenge in redefining groups is that the easiest place to draw boundaries from a social identity perspective may not be the best place from one of system design. Narrowly defined groups forge strong identities more easily, but broader groups facilitate coordination of care by minimizing the number of boundaries patients must traverse. A thoughtfully designed combination of strategies may help to improve intergroup relations and their impact on flow. It may be ideal to foster a "mosaic" identity that affirms group allegiances at multiple levels.]

[Request a copy](#) from the Library

Person-centred care

Person-centred care and measurement: The more one sees, the better one knows where to look

[McCormack B. *Journal of Health Services Research & Policy*]

[There is an urgent need to demonstrate the value of person-centred cultures to health care organisations and the significance of person-centred outcomes for patients, families, carers and staff. To do that we need to be clear about our concepts and embrace theory-driven evaluation designs that fully embrace mixed-methodologies and capture the diversity of experiences among all stakeholders, as well as demonstrating effectiveness.]

Available [here](#)

Remote and telehealth service provision

Special Report: Virtual Care [Digital Health]

[The coronavirus pandemic has changed many aspects of everyday life, including healthcare. In this Digital Health Special Report, Andrea Downey, explores what impact Covid-19 has had on the development of virtual care.]

Available [here](#)

Research and Innovation

Digital approaches to enhancing community engagement in clinical trials [Tan RKJ. *npj Digital Medicine*]

[This narrative review examines three key areas for digital approaches to deepen community engagement in clinical trials—the use of digital technology for trial processes to decentralize trials, digital crowdsourcing to develop trial components, and digital qualitative research methods.]

Available [here](#)

Social Prescribing

Social prescribing as a way of tackling health inequalities in all health settings [Blog] [NHS England]

[In a blog, Dr Jagan John, Chair of the North East London CCG and Clinical Director for Personalised Care in London celebrates National Social Prescribing Day its development across London. (Includes an interactive map of social prescribing services in London).]

Available [here](#)

Impact of COVID-19 on social prescribing across an Integrated Care System: A Researcher in Residence study [Westlake, D et al. *Health and Social Care*]

As embedded researchers within an Integrated Care System in the Southwest of England, we examined the impact of COVID on the implementation of social prescribing in different employing organisations during the period March 2020 to April 2021.

Available [here](#)

Social Prescribing Standard V0.2 [Professional Records Standards Body For Health And Social Care]

[PRSB was asked by NHS England and NHS Improvement to develop an information standard to record an individual's experience of social prescribing: to support people providing social prescribing services; to support individuals experiencing social prescribing; and to support the information needed for secondary purposes (local and national).]

Available [here](#)

Treatment adherence

YOURmeds for medication support in long-term conditions [NICE]

[YOURmeds is used to manage medications for people with long-term conditions. The innovative aspects are that it is the first digital medication dosage system that allows real-time monitoring of medication adherence. The intended place in therapy would be as an alternative to administered medication support (when people are given their medicines rather than taking their medicines themselves) in people with long-term conditions.]

Available [here](#)

Virtual wards and hospital at home

COVID-19 Oximetry @home: evaluation of patient outcomes [Boniface M. *BMJ Open Quality*]

[Conclusions: We have demonstrated a significant association between CO@h and better patient outcomes; most notably a reduction in the odds of hospital lengths of stays longer than 7, 14 and 28 days and 30-day hospital mortality.]

Available [here](#)

Early medical abortion at home during and after the pandemic [House of Commons Library]

[Temporary measures were introduced in England, Scotland and Wales during the Covid-19 pandemic to allow both tablets for early medical abortion to be taken at home, providing certain conditions were met. This short briefing examines recent decisions made by the UK Government, and the Welsh Government, on whether to make the temporary arrangements permanent. It does not comment on the ethics of abortion.]

Available [here](#)

Implementation of an emergency department virtual follow-up care process in a community-based hospital: a quality improvement initiative [El-Zammar D. *BMJ Open Quality*]

[Conclusions: The emergency department virtual care (EVC) project has been permanently integrated into the Chilliwack General Hospital ER workflow and continues to be well received by patients and physicians through the ongoing phases of the global pandemic. Next steps being considered are the creation of an attachment mechanism for unattached patients to a primary care provider in the community.]

Available [here](#)

Workforce

Understanding older workers: Analysis and recommendations to support longer and more fulfilling working lives [Chartered Institute of Personnel and Development]

[This report will help employers better understand older workers, who we generally define as those aged 50+. By knowing who they are, their experiences, and what preferences they hold, as well as the important differences and considerations that emerge as people get older, we can design better jobs to support more fulfilling working lives.]

Available [here](#)

The clinically led workforce and activity redesign (CLEAR) programme: novel data-driven healthcare improvement methodology. [Corner EJ. *BMC Health Services Research*]

[The unique CLEAR methodology is a clinically effective and cost-effective complex healthcare innovation that optimises workforce and activity design, as well as improving staff retention. Embedding CLEAR methodology in the NHS could have substantial impact on patient care, staff well-being and service provision.]

Available [here](#)

About this bulletin

The Health Services Transformation Bulletin is prepared by Shrewsbury and Telford Health Libraries. Links to the full-text of items listed is provided where available, but if you need copies of any items where no full-text is available, please request them via the [Article Request](#) form. Some items may require an [NHS OpenAthens account](#).

For more information, please contact

Jason Curtis
Site Librarian
Shrewsbury Health Library
Learning Centre
Royal Shrewsbury Hospital
jason.curtis1@nhs.net
01743 492511

Louise Stevens
Site Librarian
Telford Health Library
Education Centre
Princess Royal Hospital
l.stevens@nhs.net
01952 641222 Ext. 4694



Our Vision To provide excellent care
for the communities we serve

