

Health Services Transformation Bulletin

8th July 2022



Appreciative Inquiry

Systematic review and narrative synthesis of the impact of Appreciative Inquiry in healthcare [Merriel A. *BMJ Open Quality*]

[BACKGROUND: Appreciative Inquiry is a motivational, organisational change intervention, which can be used to improve the quality and safety of healthcare. It encourages organisations to focus on the positive and investigate the best of 'what is' before thinking of 'what might be', deciding 'what should be' and experiencing 'what can be'. Its effects in healthcare are poorly understood. This review seeks to evaluate whether Appreciative Inquiry can improve healthcare.]

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Artificial intelligence

Somerset NHS FT trials AI algorithm for lung cancer diagnosis [Digital Health]

[The red dot algorithm, from Behold.AI, has shown positive initial results. It has more than halved the time between initial x-ray screening and a CT scan – the gold standard for detecting lung cancer. The AI technology prioritises which x-rays require urgent attention from a radiologist. This has led to the time between chest x-ray and CT scan falling to 2.8 days, from seven days.]

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Manchester pilots AI software for adult asthma patients [Digital Health]

[The STARRS-GM project uses LungHealth software to work through the Standardised Asthma Review and Reduction in SABA (short acting beta agonist) model. It hopes to improve the outcomes for asthmatic patients through proactive identification and reviews for high-risk patients to optimise their management of the condition.]

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Culture

Development and pilot testing of survey items to assess the culture of value and efficiency in hospitals and medical offices [Sorra J. *BMJ Quality & Safety*]

[Conclusion: We developed psychometrically sound survey items measuring value and efficiency culture. When added to the Agency for Healthcare Research and Quality Surveys on Patient Safety Culture, the item sets extend those surveys by assessing additional dimensions of organisational culture that affect care delivery. Healthcare organisations can use these item sets to assess how well their organisational culture supports value and efficiency and identify areas for improvement.]

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Design of care pathways

Improving medical consults for surgical inpatients: a quality improvement project using an e-referral system linked to clinical pathways [Amer M. *BMJ Open Quality*]

[Conclusion: Medical staff experience improved from majority negative or neutral survey ratings to majority positive ratings post-intervention, and 100% of staff surveyed supported ongoing use of the intervention. There were no negative impacts on clinical outcomes, which acted as balancing measures. Medical staff experience improved, without compromising clinical outcomes. The e-referral system doubles as a platform for ongoing quality improvement.]

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Harm caused by delays in transferring patients to the right place of care [Healthcare Safety Investigation Branch]

[Delays in handing over care from ambulance crews to emergency departments, causing life-threatening harm to patients, has prompted the HSIB to publish an interim report, which includes ten initial findings of interest and two safety recommendations for the DHSC to action.]

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Digital healthcare

A plan for digital health and social care [Department of Health and Social Care]

[This document consolidates the different national goals and investments detailed in separate sector strategies and guidance into one single action plan for achieving these goals on 4 complementary fronts.]

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The digital health and care plan: what must it address? [NHS Confederation]

[Briefing on what NHS Confederation members need to embed digital ways of working and delivering care for populations and communities.]

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The plan for digital health and social care: what will be needed to deliver on its ambitions? [The Health Foundation]

[A blog post by The Health Foundation discussing the recent publication of the government's plan for digital health and social care and what will need to happen in order to meet the plans ambitions.]

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BCS Health and Care releases report on building a clinical satnav [Health Tech Newspaper]

[BCS, The Chartered Institute for IT, has published a report entitled "Building a clinical satnav for practitioners and patients". The report calls for computer-driven support for diagnosis and other clinical decisions to become a mainstream part of the NHS.]

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Transforming digital experiences in healthcare – Guy's and St Thomas' NHS Foundation Trust [Open Access Government]

[Transforming digital experiences has been at the heart of the website update for Guy's and St Thomas' to allow them to create a streamlined and accessible website that worked for their patients.]

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Education and Training

Growing the interprofessional workforce for integrated people-centred care through developing place-based learning cultures across the system [*International Practice Development Journal*]

[This article shares a project to co-create a systemwide understanding of a shared approach to learning across 'place', involving 17 newly developing primary care networks (PCNs) within one integrated care partnership (ICP) in England, before the pandemic. The term 'place' is used to distinguish the concept from that of workplace learning, to accentuate learning across systems and pathways associated with integrated place-based care]

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Health Education England mandate: 2022 to 2023 [Department of Health and Social Care]

[Sets out the government's strategic objectives for Health Education England to provide healthcare workforce planning, education and training.]

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Parity at last: a new funding model for undergraduate primary care education in England [Rosenthal J. *British Journal of General Practice*]

[Important priorities in undergraduate medical education have been hampered by: Underfunding of undergraduate clinical education. Misunderstanding as to the nature and organisation of undergraduate GP teaching. A lack of agency for GP educators with responsibility for leading and delivering undergraduate primary care teaching in medical schools. The Department of Health and Social Care in England (DHSC) published new education and training tariff guidance that goes some way addressing these]

Available [here](#) [an NHS OpenAthens account may be required]

Kirkpatrick's Model: Four Levels of Training Evaluation [Mind Tools]

[The Kirkpatrick Model is an internationally recognized tool for evaluating and analyzing the results of educational, training and learning programs. It consists of four levels of evaluation: Reaction, Learning, Behavior, and Results. Each successive level of the model represents a more precise measure of the effectiveness of a training program. In this article, developed with permission from Kirkpatrick Partners, we'll explore Kirkpatrick's model and how to apply it.]

Available [here](#)

Health records and data

Data saves lives: reshaping health and social care with data [Department of Health and Social Care]

[The aim of this strategy is to show how data will be used to bring benefits to all parts of health and social care – from patients and care users to staff on the frontline and pioneers driving the most cutting-edge research.]

Available [here](#)

Improvement

Quality improvement strategies enhance primary care dietetics: A systematic review and meta-analysis [Kirkegaard A. *Journal of Human Nutrition and Dietetics*]

[Interventions aimed at enhancing quality in primary care dietetic practice support improvements in patient outcomes. Further research on quality improvement interventions for patient outcomes is required to strengthen the evidence base in this important topic.]

Available [here](#) [an NHS OpenAthens account is required]

Recovering staff, recovering services: massive-online support for recovering a paediatric service using Lean and compassionate communication [Smith IM. *BMJ Open Quality*]

[As part of COVID-19 recovery, a hospital trust in northern England used the Lean systematic improvement approach to recover the waiting list of a paediatric service to pre-COVID levels. The intervention strategy used a massive-open-online-course (Lean Fundamentals) to support the improvement project lead to follow a structured improvement routine to apply Lean improvement techniques.]

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Integrated care

Roadmap for integrating specialised services within integrated care systems [NHS England and NHS Improvement]

[This document sets out the roadmap for how the commissioning model for specialised services will evolve in the coming years. It charts a phased and managed approach to integrating commissioning of specialised services with wider ICB (integrated care board) commissioning responsibilities.]

Available [here](#)

Integrated care systems: what do they look like? [The Health Foundation]

[In this long read the Health Foundation analyse publicly available data on some of the characteristics of ICSs and context in each area – including the organisational and policy context, health challenges, and capacity within the health care system to address them. The Health Foundation compare areas and discuss implications for policy.]

Freely available online

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Patient-centred care

Shared Decision Making Standard [Professional Record Standards Body]

[The PRSB information standard on shared decision making provides a framework for clinicians to record the decision-making process between themselves and their patients. The standard also allows the shared decision information to be shared between professionals and their different record systems. The standard has been developed based on the GMC guidance on shared decision-making and consent and the NICE guidelines.]

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Patient flow

Limited waiting areas in outpatient clinics: an intervention to incorporate the effect of bridging times in blueprint schedules [Dijkstra S. *BMJ Open Quality*]

[AIM: Efficiently utilise clinic blueprint schedules to include all appointments of pre-COVID-19 case mix alongside social distancing measures, in order to maximise in-person appointments. CONCLUSIONS: The intervention was effective in two case studies with different waiting area characteristics and interdependent patient trajectory stages. It is applicable to a range of services, and can be used to evaluate waiting area capacity and design optimal schedules incorporating distancing measures.]

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Remote and telehealth service provision

How remote patient monitoring improves care, saves money for chronic care [Healthcare IT News]
[Some health systems are beginning to reconfigure care models to proactively care for patients with chronic conditions and illnesses, and a key component of this is implementing remote patient monitoring services. RPM allows for patients to share data in a non-clinical setting (like their home) and receive care assessments and recommendations between visits.]

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Self-care

Optimising GPs' communication of advice to facilitate patients' self-care and prompt follow-up when the diagnosis is uncertain: a realist review of 'safety-netting' in primary care [Friedemann Smith C. *BMJ Quality & Safety*]

[Conclusions: We present 15 recommendations to enhance communication of safety-netting advice and map these onto established consultation models. Effective safety-netting communication relies on understanding the information needs of the patient, barriers to acceptance and explanation of the reasons why the advice is being given. Reduced continuity of care, increasing multimorbidity and remote consultations represent threats to safety-netting communication.]

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Social prescribing

Changing lives, changing places, changing systems: making progress on social prescribing [National Voices]

[This report explores what needs to happen to engage a wider set of stakeholders with planning, funding and delivering social prescribing services and the community activities, groups and services upon which they rely across places and within new integrated care systems. It explores the structures needed to support collaborative planning and delivery and how improving data flows could encourage more partners to get involved.]

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Virtual wards

Looking at why cross-sector working will help ICSs meet virtual ward targets [Digital Health]

[Dr Noel O'Kelly, clinical director at Spirit Health looks at why cross-sector working will help Integrated Care Systems meet the virtual ward target set by NHS England.]

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Workforce

Applying the employee value proposition to emergency medicine [Matthews J. *British Journal of Healthcare Management*]

[Jonathan Matthews explains how the employee value proposition can improve staff engagement in NHS emergency departments.]

[Request a copy](#)

People performance: an evidence review [Chartered Institute of Personnel and Development]

[This research draws on the latest evidence to explore the definitions of individual and team performance and how it can be measured in practice, and evaluates the best models that can be used to explain what drives it. This will support HR leaders to develop a strong understanding of performance within their workforce.]

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Giving nurses a voice through 'listening to staff' conversations to inform nurse retention and reduce turnover [Forde-Johnston C. *British Journal of Nursing*]

[Health and social care employers in the UK cannot afford to lose nurses given the current nursing workforce crisis. A variety of staff engagement initiatives aim to improve employee retention. This article describes how Listening to Staff (L2S) events were used as part of a service review to inform nurse retention strategies in one acute hospital trust. Over a 3-year period, 576 nurses took part in L2S events that examined nurses' perspectives of teamworking and support.]

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Tackling health inequalities through inclusive recruitment [NHS Employers]

[Information and prompts for NHS workforce leads to consider local approaches.]

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Inspire, Attract and Recruit toolkit: Resources and guidance to support your workforce supply [NHS Employers]

[This resource has been developed for NHS HR professionals, recruitment teams and managers to help inspire, attract and recruit your future workforce.]

Available [here](#)

International Recruitment Toolkit [NHS Employers]

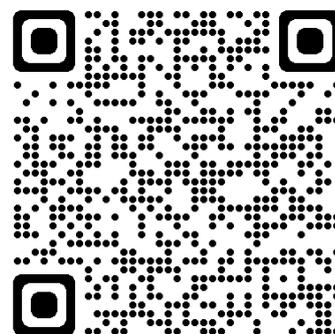
[Use this resource to plan your approach to overseas recruitment activity, or to review the quality and efficiency of your existing practices.]

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