Health Services Transformation Bulletin

4th January 2024

Artificial intelligence

What do technology and AI mean for the future of work in health care? [The Health Foundation]
[Recent developments in artificial intelligence (AI) have sparked fears about the potential threat to jobs in many industries, including health care. Yet policy papers such as the NHS Long Term Workforce Plan (2023) and Topol Review (2019) imagine a more positive future for the role of technology in health care work. Drawing on labour market modelling, this long read analyses what makes health care different from other industries predicted to be more heavily impacted by new technologies.]
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Harnessing the Power of AI: A Comprehensive Review of Its Impact and Challenges in Nursing Science and Healthcare [Yelne S. *Cureus*]
[To maximize AI's potential in healthcare, interdisciplinary collaboration, ethical guidelines, and the protection of patient rights are essential. This review concludes with a call to action, emphasizing the need for ongoing research and collective efforts to ensure that AI contributes to improved healthcare outcomes while upholding the highest standards of ethics and patient-centered care.]
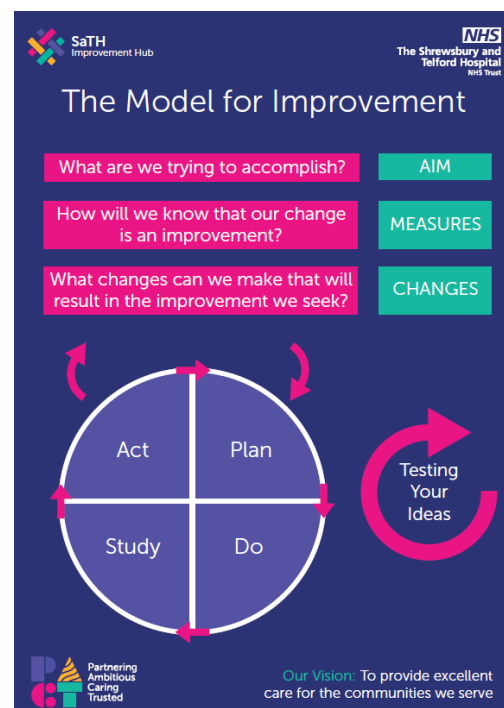Available here

Collaborative working

How can we improve partnerships between healthcare providers? [NIHR Evidence]
[Effective collaborations between healthcare providers can improve quality of care and resolve staffing issues. New research highlighted the key components of successful collaborations.]
Available here

Provider collaboration: a practical guide to lawful, well-governed collaboratives [NHS Providers]
[This guide is designed to support NHS acute, mental health, community, specialist, and ambulance trust boards to focus on the considerations that enable well-governed provider collaboration. The guide includes considerations relevant to partnership at any level of population, although it focuses more on collaboration at scale. This practical guide reflects the legal framework for collaboration and NHS

England policy, as well as building on the experiences of trusts.]
Available here

Design of care pathways

Impact of interventions to improve recovery of older adults following planned hospital admission on quality-of-life following discharge: linked-evidence synthesis [Kinsey D. *Health and Social Care Delivery Research*]
[Main messages
1. hospital strategies to reduce hospital stay improve recovery, without increasing risk of complications;
2. information and follow-up care for patients and carers after discharge are essential; 3. strategies which consider the individual needs of patients and help them understand their treatment, focus on their recovery goals and develop supportive relationships with staff were linked to better outcomes;
4.. carers' voices were often overlooked.]
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Implementing early rehabilitation and mobilisation for children in UK paediatric intensive care units: the PERMIT feasibility study [Scholefield BR. *Health Technology Assessment*]
Available here

Improving the standardisation, timeliness and efficiency of the occupational therapy admission process in an older adult inpatient service [Ige JJ. *BMJ Open Quality*]
[Our paper provides a clear and replicable account of how improvement in an OT admission process was achieved using quality improvement approaches with balancing measures and an objective measure of sustainability. It produces a reflective account on how collaboration, system thinking and iterative learning within psychologically safe environments can produce sustainable improvement.]
Available here

Digital healthcare

Educating the healthcare workforce of the future: lessons learned from the development and implementation of a 'Wearables in Healthcare' course [Ward MP. *npj Digital Medicine*]
[To better prepare the future health workforce with the knowledge necessary to support the re-engineering of healthcare in an equitable, person-centric manner, we developed an experiential learning course—Wearables in Healthcare—for advanced undergraduate and graduate university students. Here we describe the components of that course and the lessons learned to help guide others interested in developing similar courses.]
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Education and training

Technology use in learning and development [Chartered Institute of Personnel and Development]
[Digital learning, online collaboration tools and augmented reality experiences have enhanced the way people professionals design, deliver, transfer and evaluate learning. This guide examines how technology is used across the different stages of learning and development and introduces you to the benefits and risks of using technology to equip you with new knowledge to advocate for ethical and responsible practices.]
Available here

Improvement

Briefing: Improvement as mainstream business [The Health Foundation]
[Improvement approaches, which provide a systematic means of bringing about measurable improvements in the quality and outcomes of care for patients as well as care productivity, have been in common use in some health care settings for more than 20 years. Yet approaches to improvement are far from being embedded into the core strategy and operations of every health care organisation or system-wide partnership of organisations. This briefing examines why this is still the case.]
Available here

Sustainability in Quality Improvement [Centre for Sustainable Healthcare]
[This intensive course introduces health professionals and educators to the concept of 'sustainable value' and the 'SusQI' framework for integrating sustainability into quality improvement. Online course: self study, workshop and work in progress presentations]
Available here

Factors that influence the implementation of (inter)nationally endorsed health and social care standards: a systematic review and meta-summary [Kelly Y. *BMJ Quality & Safety*]
[The most frequently reported enablers related to available support tools, education and shared learning. The most frequently reported barriers related to a lack of knowledge of standards, staffing issues and insufficient funds. Incorporating these findings into the selection of implementation strategies will enhance the likelihood of effective implementation of standards and subsequently, improve safe, quality care for people using health and social care services.]
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Integrated care

Improving health and care at scale: learning from the experience of systems [NHS Confederation]
[NHS England has outlined plans to develop an improvement approach - NHS IMPACT - to support continuous improvement. There are also ambitions for integrated care systems (ICSs) to become 'self-improving systems'. This report reviews the experience of a number of ICSs identified as being at the forefront of this work, focusing on the approaches they have taken and the results achieved.]
Available here

Patient-centred care

Call 4 Concern: the impact of a patient-and-relative-activated service [Cornell L. *British Journal of Nursing*]
[The aim of this project was to introduce and evaluate the Call 4 Concern© (C4C) service, which provides patients and relatives with direct access to critical care outreach services (CCOS). This allows patients and relatives an additional platform to raise concerns related to the clinical condition and facilitate early recognition of a deteriorating patient. The introduction of Call 4 Concern at a district general hospital was inspired by the Royal Berkshire Hospital.]
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Patient experience

Therapeutic patient education: an introductory guide [World Health Organization Regional Office for Europe]
[Therapeutic patient education (TPE) is a structured person-centred learning process that supports individuals living with chronic conditions to self-manage their own health by drawing on their own

resources, supported by their carers and families. This guide covers the commissioning, designing and delivery of TPE services and training programmes for health professionals.]
Available here

Patient flow

Finding a way home: how health and social care can optimise hospital flow and discharge this winter
[County Councils Network]
[Published ahead of what is expected to be another challenging winter period for the NHS and social care, the new study from the County Councils Network (CCN) and Newton explores how the system to admit and discharge older people from hospital and support their care needs could work better, potentially improving the lives of tens of thousands of over 65s and reducing costs to the NHS and local government over £2.5bn.]
Available here

Population health

Transforming health and wellbeing services through population health management [NHS Confederation]
[A rising number of NHS organisations are combining traditional approaches – responding to illness where it occurs – with population health approaches that seek to better understand, target and prevent illness. This report explores four case studies where population health and population health management approaches have been developed in recent years and show demonstrable benefits.]
Available here

Remote and telehealth service provision

Telehealth-based transitional care management programme to improve access to care [Elsener M. *BMJ Open Quality*]
[Using a multifaceted telehealth approach to improve patient engagement and access reduced 30-day hospital readmission for patients discharged from the acute care setting.]
Available here

Research and Innovation

Implementation, readiness and resourcing: a practical guide to the adoption and spread of health innovation programmes [Health Innovation Network]
[This guide aims to provide an easy-to-adapt framework for people working within health & care systems seeking to adopt and embed a service innovation or transformation. Applicable to large- & small-scale projects across multiple locations, it synthesises learning from Focus ADHD (attention deficit hyperactivity disorder), a national programme implemented at pace across England between April 2020 & March 2023 via the 15 local health innovation networks that make up the Health Innovation Network.]
Available here

Public Perceptions of Research [NHS Health Research Authority]
[This report presents the findings of a study commissioned by the Health Research Authority (HRA) to understand public perceptions of health and social care research in the UK.]
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Social prescribing

Role of Social Prescribing Link Workers in Supporting Adults with Physical and Mental Health Long-Term Conditions: Integrative Review [Linceviciute S. *Health and Social Care in the Community*]
[This review gathers evidence about how social prescribing link workers might support adults with P + MH LTCs and provides a better understanding of some of the complexities about the way that this group of adults is supported. The evidence highlighted that link workers play a pivotal role in the success of these interventions. However, the implementation of this role and its sustainability were uncertain.]
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Virtual wards and hospital at home

Virtual wards versus hospital at home: care models for older people [Wheeldon M. *Evidence-Based Nursing*]
[While virtual wards are now an accepted model of care delivery for older people further research and evaluation of this model specifically focused on patient selection, the use of technology, impact on carers, and patient and carer satisfaction is needed.
The use of virtual modalities of care for older people can be a viable alternative to face to face assessment and care.]
Available here [NHS OpenAthens account required]

Workforce

Recruiting people with experience of homelessness toolkit [NHS Employers]
[This toolkit contains advice, tools and resources to support health and social care organisations to recruit people who have experienced homelessness into the workforce and to support them to stay in their roles. It was developed with people who have experienced homelessness, and NHS trusts that have employed people who have experienced homelessness]
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Uncorking the bottleneck in anaesthesia training: novel approaches to a growing crisis [Hunt A. *British Journal of Healthcare Management*]
[Despite the growing demand for highly qualified anaesthetists, the lack of training posts in the UK is preventing many trainees from progressing. Anaesthetic specialist trainee Adam Hunt and consultant David Walker outline the reasons behind this issue and suggest novel approaches to uncorking the training bottleneck.]
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The impact of rotational models on workforce stability in UK clinical settings [Whaley V. *British Journal of Healthcare Management*]
[The broader implementation of rotational models could help to mitigate the recruitment and retention challenges that healthcare organisations such as the NHS are currently experiencing.]
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Understanding and reducing tensions between clinical and non-clinical staff in the NHS, in relation to agile working [AgiLab]
[AgiLab is the co-creation of academics at the University of Sussex, NHS Employers National Engagement Services (NES), senior workforce leaders and trade union representatives. This research report explores interpersonal tensions between clinical and non-clinical staff in the NHS in relation to agile working arrangements.]

Available here

NHS England long-term workforce plan: Can this deliver the workforce transformation so urgently needed or is it just more rhetoric? [Twycross A. *Evidence-Based Nursing*]
[An effective workforce plan requires collaboration between policymakers, healthcare providers, education institutions, professional bodies and stakeholders as well as drawing on available data and evidence to inform implementation. However, it is entirely dependent on urgent action and investment to be successful. What the plan fails to explain is how this will be achieved with a depleted workforce who are struggling to deliver high-quality care and with morale at an all-time low.]
Available here [NHS OpenAthens account required]

Staff Are the Change: How Focusing on Staff Engagement Got Results [Institute for Healthcare Improvement]
[Previously, 50 percent of elective surgeries at Barts Health NHS Trust started within half an hour of their scheduled time. A recent initiative using the IHI QI approach increased that number to 70–75 percent. Yet the work did not focus directly on increasing efficiency. Instead, it focused on ensuring that staff had what they needed to flourish.]
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Retention resources [NHS Employers]
[Resources and guidance to support the retention of our valuable workforce.]
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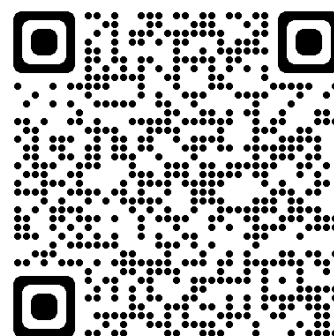
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