HEALTH MANAGEMENT BULLETIN
17th December 2020

Quality and Safety

- **Are multidisciplinary teams an effective tool to reduce emergency hospital activity?** Health Foundation
  New analysis from the Improvement Analytics Unit has found that multidisciplinary teams may increase emergency hospital use, at least in the short term.

- **Key questions for clinical leads to prepare their departments for winter** RCEM
  These questions are intended to help the clinical lead of an emergency department prepare for winter in light of the rise in COVID-19 cases.

- **Urgent and emergency care clinical review of standards** NHS Confederation
  This briefing summarises the recommendations made by the Transformation of Urgent and Emergency Care: Models of Care and Measurement report.

- **HSIB highlights patient safety risks of nasogastric tube never events** HSIB
  This report focuses on the life-threatening risk posed by the accidental misplacement of tubes that deliver food or medication to critically ill patients.

HQIP reports:
- **National Bowel Cancer Audit Annual Report 2020**
- **Pulmonary Rehabilitation Clinical and Organisational Audits 2019**
- **National Oesophago-Gastric Cancer Audit 2020**
- **Perinatal Mortality Review Tool – Second Annual Report**
- **Maternal, Newborn and Infant Clinical Outcome Review Programme – Perinatal surveillance report 2018**
- **National Diabetes Audit 2018-19 Full Report 1: Care Processes and Treatment Targets**
- **National Cardiac Audit Programme – Annual Report 2020**
- **Percutaneous Coronary Intervention (PCI) – 2020 summary report**
- **Myocardial Ischaemia National Audit Project (MINAP) – 2020 summary report**
- **Heart Failure – 2020 summary report**
- **Congenital Heart Disease – 2020 summary report**
- **Cardiac Rhythm Management – 2020 Summary report**
- **Adult Cardiac Surgery – 2020 summary report**

Service Improvement/Redesign

- **The impact of vertical integration of health services across England and Wales** RAND Europe
  Vertical integration is a valuable option to consider when GP practices look likely to fail due to recruitment and financial difficulties, but it is not an option that should be imposed from the top down.

- **The Vanguard programme to integrate health and social care achieved some of its aims but took time to show an effect** NIHR
  An NHS England programme to integrate health and social care services slowed the rise in emergency admissions to hospital among care home residents but did not achieve its other aims**.**

- **New integrated care systems are an important step towards the future of health and care** NHS Confederation
  Response of Danny Mortimer, chief executive of the NHS Confederation to the announcement of 11 new ICCs by NHS England and NHS Improvement.

- **The next steps towards integrated care** King's Fund
  This explainer considers NHS England's and NHS Improvement's proposal to further integrate health and care service and describes the associated proposals for legislative change.

- **A Guide for Health Systems to Save Lives from "Deaths of Despair" and Improve Community Well-Being** IHI
  This guide is a resource for health care systems to improve mental health and well-being in the communities they serve, focusing specifically on saving lives from deaths of despair.

- **Opportunities to strengthen place-based systems approaches to consider and address associated health inequalities** PHE
  A guide and set of resources to support local authorities with implementing a whole systems approach to address obesity and promote a healthy weight.

- **NHS chief confirms 11 new integrated care systems serving 14 million people** NHS England
  NHS organisations will need to intensify partnership working with local authorities and the voluntary sector to tackle health inequalities resulting from COVID-19, the head of the NHS has said.

- **Integrated care: next steps to building strong and effective integrated care systems across England (consultation)** NHSE/I
  This document builds on previous publications that set out proposals for legislative reform and is primarily focused on the operational direction of travel. It opens up a discussion with the NHS and its partners about how

Integrated Care Systems (ICSs) could be embedded in legislation or guidance.

- **Social prescribing and NHS facilities: how could the NHS better use its facilities to support social prescribing, holistic care and community resilience?** King's Fund
  This paper explores how NHS services, in particular primary and community services could make better use of their facilities to support social prescribing, holistic care and community resilience.

Patient Experience

- **What people are telling us: a summary, July - September 2020** HealthWatch
  This review of the experiences the public has shared with Healthwatch in regard to accessing dental care, support by care homes and access to Covid testing during the pandemic.

Leadership

- **How can leaders support staff wellbeing during Covid-19? Saffron Cordery** King's Fund
  Saffron Cordery, Deputy Chief Executive at NHS Providers, talks about how leaders can support staff wellbeing during the second wave of Covid-19.

- **How Leaders Can Promote Health Care Workforce Well-Being** IHI
  Exert from *A Guide to Promoting Health Care Workforce Well-Being During and After the COVID-19 pandemic* which provides ideas and lessons learned on how to tackle burnout, fatigue and emotional distress.

Finance

- **Better Care Fund: policy statement 2020 to 2021** DHSC/MHCLG
  This document confirms how local authorities and CCGs should proceed with finalising plans and pooling agreements for funding under the Better Care Fund in 2020 to 2021.

- **Funding allocated to NHS trusts to upgrade and refurbish hospitals** DHSC
  NHS trusts to receive share of £600 million to help eradicate the maintenance backlog in NHS hospitals.

Public Health

- **Destitution in the UK 2020** **Joseph Rowntree Foundation**
  This study reveals that even before the COVID-19 outbreak destitution was rapidly growing in scale and intensity.

- **Supporting public health: maternity care** **PHE**
  Documents to support local authorities and providers in commissioning and delivering maternal and child public health services from preconception up to 24 years.

- **Build back fairer: the Covid-19 Marmot review** **UCL Institute of Health Inequality**
  This report investigates how the Covid-19 pandemic has affected health inequalities.

- **Towards a new model of prevention** **Reform**
  Summary of a round table hosted by Reform.

- **Obesity and coronavirus – where next for policy?** **Social Market Foundation**
  This report explores what the data tell us about obesity and coronavirus, the current policy landscape and the likely effectiveness of policies announced to date in the Government's obesity strategy.

- **Considering health inequality impact in decision making: what does it mean for policy makers?** **Centre for Health Economics**
  This policy briefing demonstrates the value of capturing differences between socioeconomic groups in the evaluation of how interventions impact on population overall health and health inequality.

- **Engaging NHS system leaders in whole systems approaches to physical activity** **PHE**
  The focus of this project was to explore the role of NHS systems leaders in whole systems approaches to increase physical activity including how and what is needed to engage and support them in these, and how to integrate this with local government led place-based approaches.

People Management

- **A guide to promoting health care workforce well-being during and after the COVID-19 pandemic** **IHI**
  This guide provides ideas and lessons learned to improve the well-being of the health care workforce, including actions that individuals, leaders, and

organizations can take to support the health care workforce during the COVID-19 pandemic and beyond.

- **Reading for staff health and wellbeing – recommendations required** **HEE/Reading Agency**
The reading Agency and Health Education England are developing a collection of crowd-sources uplifting resources to support the health and wellbeing of NHS staff.

- **Lessons learned in staff engagement during COVID-19** **NHS Employers**
This case study explores how Wrightington, Wigan and Leigh Teaching Hospitals NHS Foundation Trust has modified its local tools to gain feedback from staff during the COVID-19 pandemic.

- **Building the NHS nursing workforce in England: workforce pressure points** **Health Foundation**
The aim of this report is to examine the supply of nurses to the NHS England, with a focus on the scale and nature of the shortfall, recent trends and sources of nurse supply.

- **The courage to be kind: reflecting on the role of kindness in the healthcare response to Covid-19** **Carnegie UK**
This report draws on a series of reflective conversations, conducted between April and September 2020 with five medics working in different parts of NHS Scotland. The conversations reflected on what can be achieved when united by a common purpose, and when work is underpinned by relationships and collaboration.

- **Nurse staffing ratios in ICU revised to help manage second surge of COVID-19** **RCN**
NHS England and NHS Improvement with Health Education England have issued new guidance on workforce models for hospitals during COVID-19.

- **Promotion, praise and promise (case study)** **NHS Employers**
This case study outlines the 'promotion, praise and promise' initiative, introduced by West London NHS Trust to support staff transitioning into new roles.

Research and Innovation

- **South Tees leads the way for robotic surgery in NHS** **Digital Health**
South Tees Hospitals NHS Foundation Trust has become one of only three NHS trusts to have a team of surgical robots.

Training and Development

- **The impact of halting trainee rotation during the first wave of COVID-19** **RCP** Reflections and recommendations from #RCPjournalclub, 5 November 2020.

- **The Department of Health and Social Care mandate to Health Education England: April 2020 to March 2021** **DHSC**
This mandate is an interim mandate for 2020/21, which will be updated later in the year once the UK emerges from the COVID-19 crisis.

- **Specialty recruitment: 2020/21 Final Fill Rate Position** **HEE**
This table provides the final fill rates for the 2020/21 recruitment round.

Annual Reports & Statistics

● **Transparency data - NHS injury cost recovery scheme: April 2020 to March 2021**
● **Dementia and Alzheimer's disease deaths including comorbidities, England and Wales: 2019 registrations**
● **Chronic pain in adults: 2017**
● **Cancer services profiles: 2020 annual update**
● **Mortality profile: December 2020**
● **Statistics on smoking, England: 2020**
● **Department of Health and Social Care: non-executive appointments made April 2020 to March 2021**

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