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# HEALTH MANAGEMENT BULLETIN

## 23rd March 2023

### Quality and Safety

- **[A decade after Francis: is the NHS safer and more open?](#) BMJ**  
Editorial from Graham Martin, Susanna Stanford and Mary Dixon-Woods about 10 years after Francis enquiry into failings at Mid Staffordshire NHS Foundation Trust.
- **[Understanding delays in hospital discharge](#) Nuffield Trust**  
This QualityWatch blog from Laura Schlepper, Emma Dodsworth and Sarah Scobie takes a closer look at why patients are delayed, and reveals that a growing proportion of delays are being faced by long-stay patients.
- **[Why are delayed discharges from hospital increasing? Seeing the bigger picture](#) Health Foundation**  
Discussion about what is driving the recent increases in delayed patient discharges.
- **[Risk assessments during the maternity care pathway](#) HSIB**  
Sonia Barnfield looks at risk assessments during the maternity care pathway.
- **[Cyber security strategy for health and social care: 2023 to 2030](#) DHSC**  
The strategy sets out an approach to cyber resilience that will apply across health and social care systems, including adult social care, primary care, secondary care and the critical supply chain.
- **[Report reinforces need for change in suicide assessment done by community mental health teams](#) HSIB**  
The latest report emphasises that NHS trusts should be moving away from 'standardised' scoring tools that categorise a patient as 'high, medium or low risk', as they are a poor predictor of repeated self-harm or future suicide.
- **[The role of governance in advanced practice](#) NHS Employers**  
Learn about the Governance Maturity Matrix and how it can help NHS organisations assess and improve advanced practice standards.
- **[Exploring adult social care funding and delayed discharge](#) NHS Confederation**  
NHS Confederation and Local Government Association briefing on adult social care funding and delayed discharge.
- **[Virtual wards: the lessons so far and future priorities](#) Nuffield Trust**



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Following discussions with members of BT's clinical advisory board and drawing on wider evidence and the latest policy developments, Rachel Hutchings and Nigel Edwards discuss the priority areas where further development and action could help improve virtual wards' effectiveness.

- [\*\*Health and social care in England: tackling the myths \(updated 15<sup>th</sup> March 2023\) King's Fund\*\*](#)

This was originally published on 3 August 2022. It was updated on 15 March 2023.

## Research and Innovation

- [\*\*Maximising the benefits of research NHSE\*\*](#)  
This guidance sets out what good research practice looks like.
- [\*\*Measuring NHS productivity during a health crisis CHE\*\*](#)  
News about the latest research paper measures NHS England's productivity in 2020/21, covering the first year of the COVID-19 pandemic.
- [\*\*When do clinical trials influence surgical practice? NIHR\*\*](#)  
This is summary of original research article, the research was based on 6 NIHR-funded clinical trials comparing different surgical approaches to planned procedures.

## Service Improvement/Redesign

- [\*\*Case studies to support integrated care systems to adopt and spread innovation NHSE\*\*](#)  
This suite of case studies aims to increase awareness of the role of innovation in tackling health inequalities across the system and promote shared learning and collaboration in the implementation, adoption and spread of proven innovation.
- [\*\*InterSystems on why long-term relationships and non-disruptive change are the key to ICS transformation HTN\*\*](#)  
Feature by Chris Norton about ICS transformation
- [\*\*Special report: pathways, cross-organisation workflows and examples of new models of care, community diagnostic centres and sharing records.region-wide projects HTN\*\*](#)  
Special report focusing on the role of digital in transforming pathways including dermatology and ophthalmology and examples of new models of care, community diagnostic centres and sharing records.
- [\*\*Making Health for All Policies: Harnessing the co-benefits of health EHO\*\*](#)  
Policy brief on 6 key messages



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## People Management

- [Junior doctor strikes: facts and figures on UK doctors in training](#) **Nuffield Trust**  
A summary of key facts and statistics to help understand the junior doctor strike action.
- [Report: Feeling seen, being heard, taking action](#) **NHS Employers**  
Recommendations from the latest report with agiLab on how we better support agile working needs of those in low-income households
- [Sleep, fatigue and the workplace](#) **NHS Employers**  
Information on how sleep and fatigue can impact on the health of staff, with practical recommendations for improving the quality of sleep and rest.
- [Code of Practice for International Recruitment updated](#) **NHS Employers**  
Latest updates to the Code of Practice for International Recruitment

## Leadership

- [Inclusive leadership pledge](#) **NHS Confederation**

## Training and Development

- [HEE publishes new strategy to support healthcare educators](#) **HEE**  
The strategy aims to tackle concerns in the healthcare education sector and from service providers about the capacity of educators to meet the current and future demands for education and training.

## Finance

- [Spring Budget 2023: five priorities for government investment](#) **NHS Confederation**  
Calling for action on five key areas ahead of the Chancellor's Spring Budget on 15 March,

## Patient Experience

- [Together we can: Healthwatch England Annual Report 2021–22](#) **Healthwatch England**  
This report highlights the ever-growing number of positive changes achieved when people speak up about their care and services listen
- [Patient Involvement Strategy: One Year On](#) **MHRA**  
Progress made in delivering the Patient Involvement Strategy, October 2021 - September 2022.



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- **How can cancer teams ensure that patients' preferences inform treatment decisions? NIHR**  
This is a summary of original research. This study focused on head and neck cancer. Researchers observed multidisciplinary teams making treatment decisions and assessed patients' engagement with their recommendations
  - **Newcastle Hospitals integrates patient engagement platform with NHS App HTN**  
Newcastle Hospitals NHS Foundation Trust has gone live with MyHealthCall, a patient engagement platform integrated with the NHS App.

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