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# HEALTH MANAGEMENT BULLETIN

## 31<sup>st</sup> August 2023

### Quality and Safety

- [Back to basics – understanding lived experience and intersectionality in health and care](#) **King's Fund**  
This explores what the lived experience and intersectionality mean when it comes to designing health and care services.
- [Diagnostic imaging reporting turnaround times](#) **NHSE**  
New national turnaround time (TAT) guidance in England for imaging reporting TATs across clinical pathways, including the maximum timeframe within which all imaging must be reported.
- [Major conditions strategy: case for change and our strategic framework](#) **DHSC**  
Ahead of the government's forthcoming major conditions strategy, this report sets out our approach to tackling the groups of conditions that drive ill health in England.
- [Policy guidance on recording patient safety events and levels of harm](#) **NHSE**  
This guidance is for users of the new Learn from Patient Safety Events (LFPSE) service, to provide context and guidance on selection of appropriate categories when recording incidents.
- [Supporting clinical decisions with health information technology](#) **NHSE**  
This guide sets the vision for clinical decision support (CDS) uptake across the NHS in England, highlighting its potential to improve the quality of care, outcomes and safety.
- [Are patients told about medication side effects?](#) **Nuffield Trust**  
This indicator uses survey data to explore whether patients are told about medication side effects to watch for.
- [Government orders independent inquiry following Lucy Letby verdict](#) **DHSC**  
Inquiry announced into circumstances behind murders and attempted murders of babies at Countess of Chester Hospital to help families get the answers they need.



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- **[Healthcare-associated infections](#) Nuffield Trust**  
This indicator analyses changes in annual counts of healthcare-associated infections, as well as weekly numbers of acute respiratory infection outbreaks in hospitals and care homes.
  - **[Delayed discharges from hospital](#) Nuffield Trust**  
This analysis looks at the number of patients experiencing delayed discharges from acute hospitals, their reasons for delay and where bottlenecks are most apparent.
  - **[Maternity care](#) Nuffield Trust**  
This piece explores how the quality of maternity care has changed over time, looking at hospital admissions of newborn babies, the experiences of midwives and continuity of antenatal care.
  - **[Dementia Care in General Hospitals Round 5 Audit 2022 \(NAD\)](#) HQIP**  
The National Audit of Dementia (NAD) has published its latest report, which presents the results of the fifth round of audit data.
  - **[GMC publishes new Good Medical Practice \(GMP\) standards for January roll out](#) RCPCH**  
On 22 August 2023 the General Medical Council (GMC) published an updated version of Good medical practice, the standards of patient care and professional behaviour expected from all doctors registered in the UK.
  - **[Mixed-sex hospital accommodation](#) Nuffield Trust**  
This analysis looks at the changes in instances of unjustified mixed-sex sleeping accommodation.
  - **[Inpatient falls and pressure ulcers](#) Nuffield Trust**  
This analysis explores the percentage of hip fractures that were the result of an inpatient fall, and how prompt hip fracture surgery is.
  - **[Blood clots following hospital care](#) Nuffield Trust**  
This piece examines rates of venous thromboembolism (VTE) risk assessment and deaths from VTE-related events after discharge from hospital.
  - **[Potentially preventable emergency admissions](#) Nuffield Trust**  
This analysis uses Hospital Episode Statistics data to look at potentially preventable emergency admission to hospital.
  - **[Harm caused by delays in transferring patients to the right place of care](#) HSIB**  
This national investigation seeks to examine the systems that are in place to manage the flow of patients through and out of hospitals and considers the interactions between the health and social care systems (the 'whole system').



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- [\*\*Do people with severe gut problems need emergency surgery?\*\*](#) **NIHR**  
People with severe levels of frailty who are admitted to hospital as emergencies with severe problems of the digestive tract (gut), may not benefit from emergency surgery. Research found that this group of people had worse outcomes with emergency surgery than with other interventions. Alternatives, including drug treatment and surgery at a later date, were more effective and cost less.
  - [\*\*NHS to rollout subcutaneous atezolizumab\*\*](#) **NHSE**  
Drug treatment times for some NHS cancer patients will be slashed by up to three quarters, thanks to an anti-cancer injection that takes as little as seven minutes to administer.
  - [\*\*Report reminds of 'ever present' risk of harm to patients from handover delays\*\*](#) **HSIB**  
This latest national report brings together the findings of three interim reports, published over 15 months, focussing on the harm caused by delays in handing over care from ambulances to emergency departments.
  - [\*\*Publication of the Good Medical Practice 2024\*\*](#) **NHS Employers**  
The General Medical Council (GMC) has published an updated version of Good Medical Practice, the professional standards for all doctors in the UK.

## Service Improvement/Redesign

- [\*\*System risk management: key considerations for evolving arrangements\*\*](#) **HFMA**  
This briefing sets out the key challenges, opportunities and considerations involved in effective system risk management, along with case studies illustrating the developing arrangements.
- [\*\*NHS enforcement guidance\*\*](#) **NHSE**  
This guidance outlines how NHS England intends to exercise its enforcement powers for both integrated care boards (ICBs) and providers, by setting out how it would use these powers to direct an ICB and the licence enforcement mechanisms that apply to foundation trusts, NHS trusts, licensed independent providers of NHS services and licensed NHS controlled providers.
- [\*\*Maternal mental health: a briefing for integrated care systems\*\*](#) **MMHA**  
The aim of this paper is to outline why maternal mental health is so important, explain the steps Integrated Care Systems can take to provide the right support, and to highlight the 10 key areas in need of immediate action.
- [\*\*Six Steps Methodology to Integrated Workforce Planning® at a glance\*\*](#) **Skills for Health**



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This checklist provides a quick reference guide of the key considerations of each of the steps in workforce planning.

- [\*\*How strong is your anchor? A measurement toolkit for health anchors\*\*](#)

**UCL Partners**

The UCL Partners Anchor Measurement Toolkit provides guidance and support to local health anchors and their partners, helping them to capture their activity and impact.

- [\*\*The state of integrated care systems 2022/23: Riding the storm\*\*](#) **NHS Confederation**

This report examines the progress that local systems have made and opportunities for further development.

- [\*\*Ambulance services and integrated care systems: lessons for effective collaboration\*\*](#) **NHS Confederation**

Based on a series of interviews with a range of NHS leader, this report examines the key themes and principles that should underpin effective and practical collaboration between ambulance services and integrated care boards.

- [\*\*Seven things we've learned about improving our approach to impact and learning\*\*](#) **Health Foundation**

This blog reflects on how the Health Foundation have been working with NPC to become more impact-focussed in their work.

- [\*\*Quality Control: The Misunderstood Essential for Improvement\*\*](#) **IHI**

In today's health care environment, quality improvement (QI) alone is insufficient to manage the multitude of priorities and demands placed on our systems. Truly exceptional health care organisations go beyond QI and embed quality control (QC) methods and tools into daily work.

- [\*\*Building community health and care capacity: Reflections from other countries\*\*](#) **Nuffield Trust**

This analysis looks internationally at how NHS performance compares to other countries in building up community health and care services capacity.

- [\*\*Addressing palliative and end of life care needs for people living with heart failure: a revised framework for integrated care systems\*\*](#) **NHSE**

The purpose of this document is to raise awareness of the supportive, palliative and end of life care needs of people living or dying with progressive heart failure, to help in commissioning services to meet their needs.

- [\*\*Improving the Royal Free discharge lounge \(case study\)\*\*](#) **NHS Employers**

Investing in its discharge lounge has enabled the Royal Free to improve patient flow.



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- [How to manage population health across an integrated care system \(blog\)](#) **NHS Providers**  
Professor Claire Fuller, chief executive at Surrey Heartlands ICS, discusses her system's progress managing local population health, with three key approaches.

## People Management

- [Homeworking and agile/hybrid working in the NHS](#) **NHS Employers**  
A joint statement from the NHS Staff Council on homeworking and agile/hybrid working in the NHS comes into force on the 2 October 2023.
- [REACH-OUT: Caring for the healthcare workforce post Covid-19: a longitudinal mixed-methods study of post-Covid-19 outcomes in healthcare workers from diverse ethnicities: 2nd report August 2023](#) **NHS RHO**  
The REACH-OUT study aims to investigate the long-term impacts of COVID-19 on healthcare workers (HCWs) from diverse ethnic backgrounds in the United Kingdom (UK).
- [Enhancing recruitment using voice application technology \(case study\)](#) **NHS Employers**  
This case study shows how University Hospital Southampton NHS Foundation Trust has introduced a new voice-enabled technology to improve recruitment of healthcare support workers.
- [Menopause and the workplace](#) **NHS Employers**  
Information on how menopause can affect people at work and practical guidance for employers on how to improve the workplace environment.
- [Code of practice for the international recruitment of health and social care personnel](#) **DHSC**  
This code of practice sets out the principles and best practice benchmarks health and social care employers and recruitment agencies must follow to ensure effective, ethical international recruitment.
- [Implications of the NHS workforce plan](#) **IFS**  
This report examines the potential implications for NHS funding as a results of the expansion of health service staffing set out by the NHS workforce plan.

## Patient Experience

- [National Voices on the Major Conditions Strategy](#) **National Voices**



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To mark the publication of the government's 'case for change' on how the country approaches the management of major conditions, National Voices have laid out eight requirements the Major Conditions Strategy must meet to ensure it is successfully developed and implemented.

## Finance

- [Creating better health value: understanding the economic impact of NHS spending by care setting](#) **NHS Confederation**  
This report explores which of a range of care setting can deliver the most economic output when funding is increased.
- [Extra investment in out-of-hospital care can reap billions for the wider economy](#) **NHS Confederation**  
New research shows that for every £1 invested in community or primary care, there is up to a £14 return back into the economy
- [Analysis: The influence of NHS spending on economic growth](#) **NHS Confederation**  
Increased investment in NHS primary, community and acute care is associated with greater economic growth, new research shows.
- [Exploring the earnings of NHS doctors in England](#) **Nuffield Trust**  
This explainer looks at how doctor's pay in England has changed over time, how it compares to other salaries in the wider economy, and how it compares with what doctors in other countries are paid.

## Training and Development

- [How feasible are the NHS Long Term Workforce Plan commitments on training?](#) **Health Foundation**  
The analysis from the REAL Centre looks at how these commitments might affect both the healthcare education system and the wider workforce planning in England.
- [Latest UCAS figures: acceptances onto UK nursing courses down 13%](#) **RCN**  
New data from UCAS shows that acceptances onto nursing courses are down 13% across the UK. This follows an overall decline in students applying to study nursing.

## Public Health

- [Inequalities in disability](#) **IFS**



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This commentary studies differences in the prevalence of disability between education groups, regions, date of birth cohorts and genders. While there are a number of ways in which disability may affect outcomes, this commentary focuses particularly on employment as an outcome.

## Bulletins

- [New Medicines News July 2023](#)
- [New product evaluations August 2023](#)
- [Medication Safety Update August 2023](#)
- [SPS Spotlight Monthly Digest August 2023](#)

## Annual Reports & Statistics

- [Stroke Patient Reported Experience Measures \(PREMs\) Survey 2022/23](#)
- [Key statistics on the NHS](#)

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