



HEALTH MANAGEMENT BULLETIN

28th September 2023

Quality and Safety

- **[Taking Stock: Assessing patient handover delays a decade after Zero Tolerance](#) AACE**

The Association of Ambulance Chief Executives (AACE) has published a new report charting the major increase in the frequency and length of hospital handover delays over the past ten years, calling for an even greater focus on improvements that will reduce and eradicate delays, prevent more patients from coming to significant harm and stop the drain on vital ambulance resources.

- **[Bed and capacity management systems targeted for £68m investment](#) Digital Health**

NHS England is moving forward plans for a £68m programme of investment in Bed and Capacity Management Systems (eBCMS) as part of its efforts to try and use digital tools to alleviate waiting list waits and delays to patient transfers and discharge from hospitals, Digital Health has learned.

- **[Securing our healthy future: Prevention is better than cure](#) Academy of Medical Royal Colleges**

Set in the context of a political deprioritisation of children and young people within the UK Government's current health agenda, this new report, published by the Academy of Medical Royal Colleges, makes the case for prioritising the prevention of ill health in childhood.

- **[Intermediate care framework for rehabilitation, reablement and recovery following hospital discharge](#) NHSE**

Building on the work of discharge frontrunners, this best practice guidance focusses on a number of recommended actions that systems should consider in partnership with their intermediate care services.

- **[Government consults on introducing minimum service levels in hospitals during strikes](#) DHSC**

The government is considering introducing regulations that would require some doctors and nurses to work during strikes, to protect patient safety.

- **[Improvements needed at University Hospitals of Leicester NHS Trust's maternity services following inspection](#) CQC**

The Care Quality Commission (CQC) has rated two out of three maternity services run by University Hospitals of Leicester NHS Trust as requires improvement following an inspection in February and March.



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- [The complexities of using international comparisons to guide NHS reform](#) **Health Foundation**
International comparisons of health systems can create opportunities to learn from other countries. But copycat changes could result in failed reforms and wasted effort, as Tim Garnder explains.
 - [Patients now often experiencing two or more cancelled operations due to industrial action, with cancer patients increasingly affected](#) **NHS Confederation**
Ahead of industrial action from NHS consultants and junior doctors, health leaders warn about the impact on patient care, backlogs and finances.
 - [Thought leadership: Altera on patient flow, supporting hospital efficiencies and planning demand and capacity](#) **HTN**
For our thought leadership feature series, we spoke to a selection of people from Altera to get their views on how technology can support patient flow and, ultimately, increase efficiencies for healthcare organisations.
 - [Whistleblowing disclosures report 2023](#) **Various**
This report details the approach taken by health and social care professional regulators in handling whistleblowing disclosures. It highlights the action taken about these issues, and to improve collaboration across the health and social care sector.

Service Improvement/Redesign

- [Improving integrated commissioning in health and social care – call for evidence](#) **DHSC**
Call for views on changes to section 75 of the NHS Act 2006 to increase the use of pooled budgets to support the integration of health and care.
- [New intermediate care framework shows why investing in rehab is so important](#) **British Geriatrics Society**
NHS England have published a new framework on intermediate care last week and a new tiered whole system model for community rehabilitation reablement.
- [A new community rehabilitation and reablement model](#) **NHSE**
This new community rehabilitation and reablement model, published alongside the intermediate care framework, aims to ensure that the individual (and their families) is at the centre of discussions and that any transition points will be as seamless as possible.
- [Moving care closer to home: three unanswered questions](#) **King's Fund**



Danielle Jefferies considers what the health system needs to do to move care closer to home.

- [Developing learning health systems in the UK: Priorities for action](#) **Health Foundation**
A research report demystifying learning health systems and setting out important areas where action can lead to tangible progress.
- [Building an organisational culture of continuous improvement](#) **Health Foundation**
Bryan Jones sets out key learnings from the VMI evaluation, and offers recommendations for national policymakers and local systems leaders.
- [How we are testing our approach to integrated care system assessments](#) **CQC**
The CQC are piloting new assessments of integrated care systems in Birmingham and Solihull.
- [Unlocking the power of health beyond the hospital: supporting communities to prosper](#) **NHS Confederation**
This report explores how investment in community care can improve system productivity.
- [Analysis: The link between non-acute investment and system productivity](#) **NHS Confederation**
Increased spending on out-of-hospital care can create value through reduced hospital demand.

Training and Development

- [Frailty elearning free to all](#) **BGS**
The British Geriatrics Society has updated and relaunched its Frailty elearning course, which is free to all health and social care professionals.
- [Registered Midwife Degree Apprenticeship evaluation report](#) **RCM/NHSE**
This report presents an evaluation undertaken by King's College, London which sought to identify primarily any costs and benefits that could be solely attributed to the registered midwife degree apprenticeship.

Leadership

- [Leading for all: supporting trans and non-binary healthcare staff](#) **NHS Confederation**
The purpose of this guide is to help healthcare leaders (such as chief executives and chairs), HR directors, those responsible for equality, diversity and inclusion (EDI) work, and LGBTQIA+ staff groups understand



the needs of trans and non-binary colleagues, so that they can perform their duties to trans and non-binary staff and provide high-quality allyship for their workforce.

Research and Innovation

- [Report reveals impact of COVID-19 research and innovation funding](#) **UKRI**
This new independent report by UKRI underscores the pivotal role played by UK researchers and innovators in tackling the pandemic.
- [Capturing innovation to accelerate improvement](#) **CQC**
Project finds Care Quality Commission has unique opportunities to support innovation and deliver innovation-friendly regulation.
- [Remote monitoring in care homes reduces hospital admissions finds study](#) **Digital Health**
A first-of-its-kind independent study linking care home data to NHS records has proven that remote monitoring of care home residents can significantly reduce the number of unplanned hospital admissions, consequently saving costs for the NHS.
- [UK patients set to have faster access to innovative medical technologies via new pathway](#) **MHRA/DHSC**
The IDAP, supported by £10 million of Government funding, has the potential to expedite UK patient access to innovative technologies by providing innovators and manufacturers with multi-partner support and targeted scientific advice.
- [UK government launches pathway for innovative technologies](#) **Pharma Times**
The UK government has announced the launch of the Innovative Devices Access Pathway (IDAP) to support the rapid development of innovative technologies. The new pathway aims to address unmet clinical needs for patients and healthcare professionals.

Communication

- [Why meeting patients' communication needs is crucial](#) **HealthWatch England**
This blog looks at the good and the bad when it comes to how services communicate with patients. What's clear is that taking time to get communications right benefits both patients and services.



People Management

- [**New definition of nursing launched**](#) **RCN**
The RCN has launched its new definition of nursing to reflect the safety-critical role the nursing profession plays within health care. The new definition reflects the changes and increased complexity of the profession and responsibility of registered nurses.
- [**Doctors and dentists in training terms and conditions \(England\) 2016 v.11 Feb 2023**](#) **NHS Employers**
This document sets out version 11 (February 2023) of the full terms and conditions of service (TCS) for NHS doctors and dentists in training on the 2016 contract. The amendments are fully detailed in the record of amendments to the TCS.
- [**Your future nurses infographic**](#) **NHS Employers**
Learn more about the different routes to recruiting your nursing workforce and ways to increase your nursing supply.
- [**What one research synthesis tells us is missing from the NHS workforce plan**](#) **Health Foundation**
Justine revisits a review exploring what factors affect staff retention in adult mental health services, highlighting important omissions from the NHS workforce plan.
- [**Pharmacy Workforce Race Equality Standard report**](#) **NHSE**
This report provides the first national overview of the varied experiences that registered pharmacy professionals and wider team members in NHS trusts face.
- [**Waste not, want not: Strategies to improve the supply of clinical staff to the NHS**](#) **Nuffield Trust**
This analysis sets out the scale of NHS attrition and puts forward a 10-point plan to improve retention, including a policy proposal to gradually write off clinician's student debt over 10 years.

Finance

- [**New Hospitals Programme: Evidence to the Public Accounts Committee**](#) **NHS Confederation**
Written evidence submission to the House of Commons Public Accounts Committee inquiry examining the New Hospitals Programme.
- [**How finance teams are helping to reduce health inequalities**](#) **HFMA**
This briefing looks at the work that finance teams are doing to help reduce health inequalities. It includes eight case studies from across the UK where



finance staff are supporting this important agenda, exploring best practice and lessons learned.

Public Health

- [Multiple long-term conditions \(multimorbidity\) and inequality - addressing the challenge: insights from research](#) NIHR

This collection explores the intersection of the multimorbidity and health inequality: how discrimination and disadvantage increase the likelihood of multiple conditions, what drives the variation between different groups of people, the implications for health, and how services can help.

Information Management

- [Improving data use takes focus in new intermediate care framework for rehabilitation, reablement and recovery](#) HTN

NHS England has published for integrated care boards an intermediate care framework for rehabilitation, reablement and recovery following hospital discharge, with recommended actions for ICBs including improving data use for planning and implementing digital tools to support workforce efficiency.

- [National Data Guardian, Information Commissioner and CMO for England call for effective information sharing](#) HTN

A call to action emphasising the duty of health and social care staff to share information on patient care has been published by NHS England, originating from national data guardian Dr Nicola Byrne, information commissioner John Edwards and chief medical officer for England Professor Chris Witty.

Annual Reports & Statistics

- [NHS performance tracker – 14 September 2023](#)
- [Provisional Never Events 2023/24 data: 1 April 2023 – 31 July 2023](#)
- [Hospital Accident & Emergency Activity, 2022-23](#)
- [NHS Activity Tracker – 14 Sep 2023](#)
- [NHS Workforce Statistics - June 2023](#)

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