



23/05/14 Innovation and Improvement Bulletin

This bulletin includes research which focuses on improving and developing services to improve the patient journey and make services more effective and efficient. It also includes information on service evaluations and future challenges for services that need to be considered in planning.

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Preventing hospital admissions

Preventing 30-Day Hospital Readmissions: A Systematic Review and Meta-analysis of Randomized Trials

JAMA Internal Medicine

This [review](#) of RCTs assessing the effect of interventions on all-cause or unplanned readmissions ≤ 30 days from discharge found they are effective (pooled RR 0.82; 95% CI 0.73-0.91; $p < 0.001$); the more effective interventions are complex and support patient capacity for self-care.

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Long term conditions

Long-term conditions new pilot scheme

Following the recent publication of the King's Fund report 'Supporting people to manage their own health', which introduced the concept of patient activation, NHS England is to launch a new [pilot scheme to help general practitioners assess the care and support needs of people with long-term conditions](#). The pilot, which will cover 150,000 people, will use patient activation to help GPs measure the knowledge, skills and confidence patients with long-term conditions have to manage their own health, and highlight where they need extra support.

Comorbidities: a framework of principles for system-wide action

This [document](#) sets out the current challenges faced in the health and social care system in treating people with 2 or more long term health conditions.

Fall Prevention Strategies for Adults in Outpatient Programs: Clinical Evidence and Guidelines

Canadian Agency for Drugs and Technologies in Health

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This [report](#) discusses three non-randomised studies regarding fall prevention strategies for adults in outpatient programs. Two examined the use of Tai Chi in patients with type 2 diabetes and chronic stroke, and one compared rehab programs for patients with chronic dizziness.

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Clinical commissioning

[Bulletins for CCGs](#): issue 59

Co-commissioning of primary care services

NHS England has [written](#) to CCGs setting out how they can submit expressions of interest to develop new arrangements for co-commissioning of primary care services, and the work proposed to be done to support CCGs and area teams in developing co-commission arrangements.

New task force to support specialised commissioning

NHS England has set up an [internal task force](#) to make immediate improvements to the way in which specialised services are commissioned. The task force comprises 7 distinct workstreams.

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Innovation and improvement tools and techniques

Spreading improvement ideas

The Health Foundation has published [Spreading improvement ideas: tips from empirical research](#). This document, part of the Health Foundation Evidence Scan series, provides examples from the published empirical literature of techniques for spreading innovation and improvement. The focus is on identifying practical things that teams and organisations can do to publicise and spread new ideas and ways of working

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Workforce innovation and improvement

Collective Leadership Strategy

The King's Fund has published [Delivering a collective leadership strategy for health care](#). This paper explains what a collective leadership strategy is and how to develop and implement a leadership strategy for health care organisations. It requires that health care organisations fundamentally change the way they develop leaders and create new leadership capacity with parallel and integrated development of individual and organisational capabilities. The document has been published alongside the King's Fund's second leadership survey [Culture and leadership in the NHS 2014](#) which revealed a mixed picture of leadership, culture and the working environment across the NHS.

Age and gender in the NHS

NHS Employers has published two infographics relating to NHS staff:

[Age in the NHS](#) provides a breakdown of age groups within pay bands, job roles and regional location.

[Gender in the NHS](#) details statistics on gender within job roles, types and pay bands.

Meeting the challenge: successful employee engagement in the NHS

This report is based on case studies of employee engagement at eight high performing NHS Trusts. It identifies the approach and interventions associated with high levels of engagement, and provides some recommendations for trusts looking to drive up engagement. It concludes that only through effectively engaging with employees will the NHS be able to meet the challenges it faces in coming years.

<http://www.ipa-involve.com/EasysiteWeb/getresource.axd?AssetID=415348&type=full&servicetype=Attachment>

Safe nurse staffing of adult wards in acute hospitals

This [draft guidance](#) provides recommendations on safe staffing for nursing in adult inpatient wards in acute hospitals. The guidance was developed following the Francis and Berwick reports and aims to provide evidence-based guidance on safe staffing levels in hospitals. It also calls for hospital boards and senior management to take greater responsibility and includes step-by-step guidance on how to determine the number of nursing staff that should be funded. Feedback on the draft guidance is being sought from registered stakeholders until 10th June 2014.

Mobilising identities: the shape and reality of middle and junior managers working lives - a qualitative study

Social identities shape how individuals perceive their roles and perform their work. Yet little is known about the identities of various types of NHS managers and even less about how they may influence how they carry out their work to achieve effectiveness. This [study](#) aimed to chart the work of middle and junior clinical and non-clinical managers; to describe how their identities are constructed and shape the performance of their roles; to explore how they mobilise their identities to achieve effectiveness.

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Patient and community involvement

Supporting people to manage their health

The King's Fund has published [Supporting people to manage their health: an introduction to patient activation](#). This paper introduces 'patient activation', a way of encouraging people to engage more with improving their own health. Research shows that appropriately designed interventions can increase patients' levels of activation, with associated health benefits. The paper describes a patient-reported measure known as the Patient Activation Measure (PAM) which is used to measure an individual's knowledge, skill, and confidence for self-management. The paper offers recommendations for extending early use of the PAM in the United Kingdom.

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Public health

Long term maintenance of weight loss with non-surgical interventions in obese adults: systematic review and meta-analyses of randomised controlled trials

British Medical Journal

[Review](#) of 45 trials (n=7788) found behavioural interventions moderately effective, and its combination with orlistat effective in slowing regain of weight in obese adults after initial weight loss. There was evidence of dose-response with orlistat and more GI ADRs vs. placebo.

Commissioning for health improvement

The Royal Society for Public Health has published [The RSPH guide to commissioning for health improvement](#). Following the move of public health into local authorities, the guide is intended to assist commissioners adopt strategic approaches and make the most of the opportunities presented by changes to commissioning. The resource has been developed to enable commissioners to explore aspects of the commissioning cycle including needs assessment, strategy development and risk management. The guide also provides information to providers of health improvement services, NHS commissioners and public health professionals as well as individuals with limited experience of commissioning services.

E-cigarette evidence papers

Public Health England has published two independent [evidence papers on e-cigarettes](#). The reports, commissioned from academics, examine the evidence on risks and opportunities of using e-cigarettes:

Electronic cigarettes - This paper takes a broad look at the issues relating to e-cigarettes including their role in tobacco harm reduction, potential hazards, potential benefits and regulation.

E-cigarette uptake and marketing - This paper examines use of e-cigarettes by children and young people, the scale and nature of current marketing and its implications, in particular in relation to its potential appeal to young people.

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Ageing alone: loneliness and the oldest old

This [report](#) argues that loneliness should be a public health priority and explores practical steps that can be taken to reduce levels of loneliness among the oldest old. Addressed to politicians and policy makers in both central and local government, leaders and innovators in the voluntary and community sector, and wider society as a whole, the report urges them to give more priority to the services and support that we know can help older people avoid ageing in loneliness and isolation.

What is the clinical effectiveness and cost-effectiveness of cytisine compared with varenicline for smoking cessation? A systematic review and economic evaluation

National Institute for Health Research

[Review](#) of 23 RCTs (2 cytisine; total n= 10,610) found varenicline and cytisine (from seeds of *Cytisus laborinum* L) were both effective as smoking cessation aids vs. placebo. Head-to-head trials are needed to establish clinical and cost-effectiveness of cytisine vs. varenicline.

Real-world effectiveness of e-cigarettes when used to aid smoking cessation: a cross-sectional population study

Addiction

[Study](#) (n= 5863) found E-cigarette users more likely to report abstinence vs. users OTC NRT (20% vs. 10.1%, OR 2.23, 95% CI, 1.70-2.93) or no aid (20% vs. 15.4%; 1.38, 1.08 to 1.76). Adjusted odds of non-smoking in e-cigarettes users 1.63 and 1.61 times higher vs. NRT and no aid.

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Older people

Dementia Roadmap

A new online tool to help people with dementia access care in their local area has been launched by the Royal College of General Practitioners. Aimed at doctors and providers of community care, the [Dementia Roadmap](#) is a 'one stop shop' designed to reflect a patient's needs as they progress through the disease and signpost them to relevant local resources at the right time, from diagnosis onwards. The Roadmap provides a platform to help CCGs and other local organisations to bring together information for patients in their area so that GPs can refer them to the best care to meet their needs as quickly as possible.

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Mental health

Guidance published on patients' choice in mental health care

From 1 April 2014 patients with mental health conditions have had the same rights as physical health patients to choose where they have their first outpatient appointment. Patients can now choose to be referred outside of their local area to a provider anywhere in the country. NHS England has published [Interim guidance: Implementing patients' right to choose any clinically appropriate provider of mental health services](#). NHS England has worked with commissioners, providers and GPs, and other key stakeholders to develop the guidance on this new legal right. NHS England is urging commissioners, GPs and providers to adopt it to support implementation of patient's right to choice.

Additional link: [NHS England press release](#)

Mental health staff to introduce physical 'MOT' to reduce deaths

NHS England has announced that mental health staff will soon start to provide [lifestyle MOTs](#) to patients as well as assessing psychological health to reduce avoidable deaths. Mental health trusts will now receive financial rewards, through the national CQUIN (commissioning for quality and innovation) scheme, for carrying out the checks including smoking status, diet, weight, blood pressure, glucose and fats or lipids, and ensuring identified illnesses are

treated. This initiative is considered key to helping patients avoid early death due to conditions such as cardiovascular disease, lung disease and liver disease.

Recognising the importance of physical health in mental health and intellectual disability: achieving parity of outcomes

This [report](#) finds that a person in England and Wales with an intellectual disability will die about 16 years earlier than average, and more than double the number die before the age of 50 and that their experience of NHS healthcare is often poor. It calls for this inequality to be urgently addressed and aims to identify what actions need to be taken to support doctors and the medical profession in changing the status quo in the UK.

The importance of promoting mental health in children and young people from black and minority ethnic (BME) communities

This [briefing](#) looks at the policy framework for mental health service provision and provides examples of existing practice which promote mental health for BME children and young people. It also highlights the impact of poor or incomplete data on commissioning and provision of mental health services for BME children and young people. It looks at specific factors that put children and young people from BME communities at risk of developing mental health problems as well as protective factors that can help build resilience.

Eyes on Evidence: Collaborative care for depression

National Institute for Health and Care Excellence

This [commentary](#) discusses cluster randomised controlled trial in English general practices which suggests that collaborative care delivered by mental health workers acting as care managers is more effective at reducing depression than usual care.

Report on women's mental health

A new [report](#) builds on existing evidence to highlight women's experiences of poor mental health and wellbeing and their interactions with the mental health system.

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Other

Implementing Vitamin D guidance: draft guideline consultation

National Institute for Health and Care Excellence

NICE is producing a guideline to help improve the implementation of existing recommendations on vitamin D to prevent deficiency, focusing in particular on advice for at-risk groups to take a vitamin D supplement.

A [DRAFT](#) is now available for consultation (closing date: 24 June).

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