



Summary of National Documents

June 2017

Where next for commissioning?

NHS Providers has launched a new publication series "Provider Voices" which promotes the views of leaders from a range of trusts and other parts of the service on some of the key issues facing the NHS. | June 16th

The first report *Where next for commissioning?* includes eight interviews that address concerns including the role of Sustainability and Transformation Partnerships (STPs) and accountable care systems (ACSS), the challenge of integrating health and care commissioning, and the future of the purchaser-provider split.

Download the report [here](#)

Related:

- Read [a blog in response to the report](#) by Julie Wood, chief executive for NHS Clinical Commissioners.
- Overview of the report is published in the [HSJ](#)

Trustworthy Collaboration

A new report launched at Confed17, looks to better understand how to build trust across systems to promote more effective collaborative working | NHS Employers | June 16th

Trustworthy Collaboration, written for NHS Employers by Prof Veronica Hope-Hailey of the University of Bath, explores the challenges of building trust across health systems, in the context of the 50 vanguard sites tasked with delivering transformational change through new care models.

The report looks into the challenges facing the leaders of the partner organisations within the vanguards, who are required to collaborate to deliver transformational change. Trust is essential to collaboration, the report states, but achieving this is easier said than done.

For the vanguards, trust was an important ingredient for ensuring success. It was vital for senior leaders to swiftly establish trust with other leaders across multiple and complex systems.

The report explores the meaning of trust in organisations and offers six key recommendations for how to successfully achieve it.



- [Overview](#)
- [Report](#)

Data sharing and data protection in Healthcare

The CCIO and Health CIO networks have published a discussion paper Data sharing and data protection in healthcare. | June 16th

The paper addresses the issues around the regulation of data protection associated with data sharing. The paper argues sharing data saves lives, and says clinicians are currently having to choose between the risk of non-compliance with the letter of data protection law or the danger of delivering sub-standard care to their patients.

Download the full paper [here](#)

NHS Improvement to create league table for management consultants

NHS Improvement is to produce a league table on the most effective management consultants | HSJ | June 16th

At a session at the NHS Confederation conference in Liverpool, the head of the regulator's financial improvement programme, said the ratings would go down to team and individual level.

Matthew Fox said performance would be hard to measure and would be done with the necessary respect for the individuals involved, but would get "into the world of Uber and individual scoring".

The programme, now in its second year, sends teams of management consultants into trusts to turnaround financial performance. The ratings would apply only to consultancies involved in the programme.

Mr Fox said the programme was the "amber" to financial special measures' "red" and NHSI asked firms to demonstrate a return on investment of 4:1.

He added that trust management teams were generally aware of where the savings opportunities were, they just did not have the time to pursue them, and this was where the external agencies came in.

Read the full news story [here](#)



Women and leadership

Despite the advances of recent years, two recent reports, Women in finance and Women on boards: 50:50 by 2020, once again draw attention to the problems women still face in obtaining senior leadership positions within the NHS and outside it | The King's Fund | June 16th

Women in finance is about fairness, equality and inclusion for women *and* men. It is predicated on a desire for gender parity and a balanced workforce because, as the evidence makes clear, this improves culture, behaviour, outcomes, profitability and productivity. However, the current situation in the financial services sector is quite different; more women than men start out in financial services but many women fail to move up the management scale. This leaves almost all the top jobs in the hands of men. The main reason for this, it appears, is organisational culture.

One study conducted in 2016 across a wide range of employment sectors found that unsupportive workplace cultures still present the most significant barrier to career progress for women. Amazingly this was the case for female respondents in the 20-29 age group as well as for older respondents. Gender inequality and discrimination were reported, as were difficult colleagues and managers, bullying, undervalued work, and women feeling that they have to over-perform simply because they are female. Recommendations following this study included building closer relationships between men and women in the workplace, and the provision of opportunities to discuss gender issues experienced within the organisational culture.

- [Women in finance report](#)
- [Women on boards: 50:50 by 2020 report](#)
- [Full blog post](#)

Jeremy Hunt outlines new government's NHS priorities at Confed17

On day two of Confed17 Jeremy Hunt set out some of the new government's priorities for the NHS | NHS Confederation | June 16th

Thanking NHS leaders for 'stepping up to the plate' in what he described as one of the most difficult jobs in the world, Mr Hunt stated that the support and welfare of staff is a central government priority. Other immediate priorities he highlighted are:

- The status of EU nationals in health and care system.
- Staff retention levels
- Mental health support
- Workforce shortages and gaps



Looking ahead for the next 12 months, the government's priorities include:

- Continuing progress to turn around performance
- Achieving financial balance
- Continued focus on transforming mental health
- Continued focus on safety improvements

Read the full overview [here](#)

Over half of sessional GPs suffer work-related stress

At least half of sessional GPs suffer from work-related stress, according to a new survey by the BMA | June 16th

The BMA reported that work-related stress has led more than one in ten sessional GPs to take time off work in the past year.

The BMA also found that a staggering 70% of locums would consider leaving the profession if a locum cap was introduced in general practice. It warned against anything – such as measures that harm locum pay – that could lead to an 'exodus' of locum and salaried doctors, who it said play a key part in solving the NHS's current problems.

The BMA wanted to understand the issues that sessional GPs face, to ensure that its discussions with government accurately address their needs. So its sessional GP subcommittee conducted a UK-wide survey of salaried and locum GPs from 1st March to 6th April 2017.

- [Survey results from the BMA](#)

Department of Health: regulators' business impact target

Regulatory provisions for the government's business impact target to reduce regulation on business | Department of Health | June 16th

The Department of Health's regulatory bodies must publish an assessment of their impacts on business as part of the government's Business Impact Target (BIT).

The policy objectives of the Business Impact Target are:

- reduce regulatory burdens on business and voluntary or community bodies, to free up resources and boost productivity
- increase transparency around the impact of regulation on business



- provide greater incentives for regulators to design and deliver policies that better meet the needs of business

Under section 24A of the Small Business and Enterprise and Employment Act, listed regulators must publish:

- their qualifying regulatory provisions (QRPs)
- an assessment of the economic impact on business of those QRPs
- a summary of regulatory provisions that are not qualifying regulatory provisions (NQRPs)

The above must be agreed and validated by the Regulatory Policy Committee.

Read the full policy paper [here](#)

STP governance and engagement

NHS Clinical Commissioners and NHS England have published CCG lay members, non-executive directors and STP governance and engagement. | June 15th

This briefing brings together ideas from four workshops organised in February 2017 for lay members on CCG governing bodies and non-executive directors from NHS Trusts. The report reflects the discussions that took place on issues such as the importance of governance and accountability and developing working relationships across STP footprints.

The report also sets out some recommendations from NHS England and NHS Improvement which include:.

- Consider a central online resource showcasing examples of national good practice.
- Consider the governance and engagement issues relating to the development of accountable care systems.
- Take a coordinated approach to embedding the role of lay members and NEDs in sustainability and transformation partnerships.

It also includes next steps and actions for lay members/NEDs, national bodies and STP leads which are intended to support the successful implementation of STP and new models of care.

Read the report [here](#)



Implementation of STP s

Kings Fund | June 15th

The Kings Fund has published the presentations from its Manchester conference Sustainability and transformation plans: moving towards implementation. The presentations include details of STPs and vanguard schemes from across the UK and how these schemes are moving to their transformation stage.

The presentations can be viewed [here](#)

New models of care in practice

NHS Confederation | June 14th

The NHS Confederation has published briefings on new models of care and how they are working in practice:

- [Cambridgeshire and Peterborough CCG](#) – support for people experiencing mental health crisis
- [Tower Hamlets Together](#) – community kidney service using technology to identify and treat kidney disease
- [Royal Free London](#) – working across organisational boundaries to improve quality of care and reduce costs
- [North East Hampshire and Farnham vanguard](#) – bringing local primary, community, acute, mental health and social care services together to work as one team
- [Mid Nottinghamshire Better Together](#) – reducing unnecessary hospital admissions for high risk patients
- [Wellbeing Erewash](#) – new group of services closer to home supported by professionals working together to prevent ill health
- [East Midlands Radiology Consortium](#) – saving money and improving clinical care within major trauma, stroke and acute surgical centres
- [Connecting Care – Wakefield District](#) – improving the wellbeing of local care home residents
- [Better Care Together \(Morecambe Bay\)](#) – self-care and prevention to avoid hospital admissions



Driving improvement: case studies from eight NHS trusts

Reviewing the culture of NHS trusts and addressing disconnects between clinicians and managers within the organisation is key to improving care, a new CQC report has revealed. | Care Quality Commission |

The document examines how a number of different trusts improved care and subsequently their CQC rating by making simple changes to how services were run.

During its study, the inspectorate found that engaging with staff and allowing for open and honest conversations was vital to making improvements to care delivery.

The CQC also discovered that successful trusts tended to make their chief executives and senior staff more visible by having them spend more time on the 'shop floor' – meeting staff and setting up regular channels of communication. The report also highlights the increasing challenges faced by trusts.

Full report: available [here](#)

CQC seeking views on their next phase of regulation

The CQC is consulting on a further set of proposals which will help shape the next phase of regulation of health and social care in England.

For the next eight weeks, anyone with an interest is encouraged to have their say.

The proposals include:

- Changes to the regulation of primary medical services such as GPs and dentists and adult social care services such as care homes and home-care services.
- This includes the frequency and intensity of inspections and how the CQC monitor, provide and gather intelligence.
- Improvements to the structure of registration and the definition of 'registered providers'.
- Further information on how the CQC will monitor, inspect and rate new models of care and large or complex providers.

[Take part in the new consultation](#)



Incorporating emotional intelligence and mindfulness training in modern medical education

Although the study of medicine and the tradition of medical students gaining clinical experience on hospital wards have not significantly changed over the years, the experience of physicians practicing in the current climate has changed dramatically | Postgraduate Medical Journal | 6th June

Physicians are confronted with increasing regulations aimed at improving quality of care and are often overwhelmed by their position in a tug-of-war between administrators, staff, colleagues and most importantly, patients. With more than half of the US physicians experiencing professional burnout, questions arise regarding their mental health and work-life balance. Blendon et al. reported an overall decline in the public's confidence and trust in physicians, which may be explained by cultural changes as well as displeasure with medical leaders' responses to healthcare needs. As the next generation of physicians emerges in this evolving healthcare environment, adaptation to new practices and regulations will be imperative. Emotional intelligence (EI) and mindfulness provide a possible solution to the struggles physicians will invariably face.

The term EI, which refers to a person's ability to recognise, discriminate and label their own emotions and those of others, was coined by Salovey and Mayer and popularised by Goleman. Mindfulness is the process by which an individual actively observes his or her thoughts and feelings without judgement. With foundations in Eastern meditation, mindfulness is now an accepted method of stress reduction in Western culture.

Full reference: Shakir, H.J. et al. (2017) [The need for incorporating emotional intelligence and mindfulness training in modern medical education.](#) Postgraduate Medical. Journal Published Online First: 06 June 2017.

NHS Commissioning of Specialised Services

This Commons Library briefing paper looks at the commissioning of specialised services by the NHS in England, for patients with rare or complex conditions | House of Commons Library

How the commissioning process works is set out in further detail, as well as analysis of the financial management and transparency of specialised commissioning, and recent reforms introduced by NICE and NHS England, including reforms to the Cancer Drugs Fund.

The specialised commissioning budget for 2017/18 is £16.4 billion, 14.9% of the total NHS budget, and is set to rise to 15.8% by 2020/21 to reflect the increasing use of new treatments for previously untreatable conditions.

In its 2016 report, the National Audit Office (NAO) highlighted problems that NHS England had experienced in living within its budget. Some of the reasons for this included an underestimation of



the budget required to effectively commission services when NHS England took over commissioning responsibility in 2013, as well as a lack of effective data on how services are commissioned on a regional basis, and problems with effective negotiation of prices with pharmaceutical companies.

This briefing paper looks in details at some of the issues highlighted by the NAO, and recent changes to the commissioning process that allow for a greater degree of cost control.

- [Commons Briefing paper](#)

Constructive conversations with citizens when implementing new models of care

Wicked issues – complex problems that cannot be solved in a traditional fashion – are endemic in the NHS. They are nothing new. But the current challenges facing the NHS, social care and others are arguably the most ‘wicked’ yet | SCIE | June 9th

This report summarises the findings from a research study which sought to explore how we can better broker constructive conversations with citizens to tackle wicked issues when implementing new models of care. The research was undertaken by the Social Care Institute for Excellence, working in partnership with PPL and the Institute for Government and funded by the Health Foundation’s Policy Challenge Fund.

- [Overview](#)
- [Report](#)

General practitioners’ views of clinically led commissioning

Involving general practitioners (GPs) in the commissioning/purchasing of services has been an important element in English health policy for many years | BMJ Open | June 9th

Objectives: The Health and Social Care Act 2012 handed responsibility for commissioning of the majority of care for local populations to GP-led Clinical Commissioning Groups (CCGs). In this paper, we explore GP attitudes to involvement in commissioning and future intentions for engagement.

Results: While GPs generally agree that they can add value to aspects of commissioning, only a minority feel that this is an important part of their role. Many current leaders intend to quit in the next 5 years, and there is limited appetite among those not currently in a formal role to take up such a role in the future. CCGs were set up as ‘membership organisations’ but only a minority of respondents reported feeling that they had ‘ownership’ of their local CCG and these were often GPs with formal CCG roles. However, respondents generally agree that the CCG has a legitimate role in influencing the work that they do.



Conclusion: CCGs need to engage in active succession planning to find the next generation of GP leaders. GPs believe that CCGs have a legitimate role in influencing their work, suggesting that there may be scope for CCGs to involve GPs more fully in roles short of formal leadership.

Full reference: Moran, V. et al. (2017) [General practitioners' views of clinically led commissioning: cross-sectional survey in England](#). *BMJ Open*. 7:e015464

CQC Adult inpatient survey 2016

Latest analysis from the CQC looking at the experiences of adult patients in hospital | CQC | June 6th

The results of the 2016 inpatient survey indicate that there have been small, but statistically significant improvements in a number of questions, compared with results dating back to the 2006, 2011 and 2015 surveys. This includes patients' perceptions of:

- the quality of communication between medical professionals (doctors and nurses) and patients
- the standards of hospital cleanliness
- quality of food

However, the results also indicate that the results of some questions have been less positive. This includes patients' perceptions of:

- being involved in decisions about their care and treatment
- information sharing when leaving hospital
- waiting times
- support after leaving hospital

The full overview is available [here](#)

How is the NHS performing? Quarterly Monitoring Report

This is the 23rd report and aims to take stock of what has happened over the past quarter and to assess the state of the health and care system | The King's Fund | June 6th

This report provides an update on how the NHS is coping as it continues to grapple with productivity and reform challenges under continued financial pressure.

The quarterly monitoring report combines publicly available data on selected NHS performance measures with views from NHS finance directors and clinical commissioning group (CCG) finance



leads. The report now also includes views from general practitioners and practice managers, and unpublished activity data.

- [Overview](#)
- [Full report](#)

Related: [NHS standards and performance: is prioritisation the answer?](#)

The Kings Fund June 2017 quarterly monitoring report (QMR) showed that NHS performance on key access targets over the financial year 2016/17 continued to deteriorate. In this blog [James Thompson](#) asks whether a combination of increased funding, incentives and pressure from the centre will be enough to get A&E waiting time targets back on track.

Workplace Mindfulness Program for Public Sector Employees

Mindfulness training appears to reduce stress and distress, but little is known about whether its appropriateness as a workplace stress management intervention for a large and distributed public sector workforce.

This study evaluated a pilot 5-week Mindfulness at Work Program (MaWP) for acceptability, feasibility, and efficacy in relation to stress and related mental health and productivity problems for public sector employees.

The intervention thus appears to have potential merit as a workplace intervention for public sector employees across a range of outcomes. Obtaining informant observations was feasible and while qualitative analyses indicated positive changes that supported self-reported outcomes, quantitative analyses returned ambiguous results. A seven-item scale adapted from a popular self-report mindfulness scale for use by informants showed promise, but further work is needed to establish validity, reliability, and scalability of this method of assessing observable changes following mindfulness training.

Full reference: Bartlett, L. et al. (2017) [Acceptability, Feasibility, and Efficacy of a Workplace Mindfulness Program for Public Sector Employees: a Pilot Randomized Controlled Trial with Informant Reports](#). *Mindfulness*. 8(639)



References

Where next for commissioning?

<https://nhsproviders.org/news-blogs/news/nhs-providers-report-on-future-of-commissioning-marks-new-series-exploring-key-issues-for-the-health-service>

Trustworthy Collaboration

<http://www.nhsemployers.org/~media/Trustworthy%20Collaboration%20-%20Vanguards%20report%2012%20June%2017.pdf>

Data sharing and data protection in Healthcare

<https://www.digitalhealth.net/wp-content/uploads/2017/06/Data-Sharing-Paper-June-2017-1.pdf>

NHS Improvement to create league table for management consultants

<https://www.hsj.co.uk/topics/finance-and-efficiency/nhsi-to-create-league-table-for-management-consultants/7018777.article>

Women in finance

<https://www.kingsfund.org.uk/Women-in-finance>

Women on boards: 50:50 by 2020 report

<http://www.nhsemployers.org/case-studies-and-resources/2017/03/nhs-women-on-boards-5050-by-2020>

Over half of sessional GPs suffer work-related stress

<https://www.bma.org.uk/collective-voice/policy-and-research/education-training-and-workforce/sessional-gp-survey-2017>

Department of Health: regulators' business impact target

<https://www.gov.uk/government/publications/department-of-health-regulators-business-impact-target>

STP governance and engagement

<https://445oon4dhpii7gjvs2jih81q-wpengine.netdna-ssl.com/wp-content/uploads/2017/06/Report-from-network-events-organised-by-NHS-England-and-NHS-Clinical-Commissioners-in-February-2017.pdf>

Implementation of STP s

<https://www.kingsfund.org.uk/events/sustainability-and-transformation-plans-moving-towards-implementation-manchester>

Driving improvement: case studies from eight NHS trusts

https://www.cqc.org.uk/sites/default/files/20170614_drivingimprovement.pdf

CQC seeking views on their next phase of regulation

<http://www.cqc.org.uk/get-involved/consultations/our-next-phase-regulation-consultation-2>



Incorporating emotional intelligence and mindfulness training in modern medical education

<http://pmj.bmj.com/content/early/2017/06/06/postgradmedj-2017-134978>

NHS Commissioning of Specialised Services

<http://researchbriefings.parliament.uk/ResearchBriefing/Summary/CBP-7970#fullreport>

Constructive conversations with citizens when implementing new models of care

<http://www.scie.org.uk/files/future-of-care/changing-together/constructive-conversations-main-report.pdf>

General practitioners' views of clinically led commissioning

<http://bmjopen.bmj.com/content/7/6/e015464>

CQC Adult inpatient survey 2016

<http://www.cqc.org.uk/publications/surveys/adult-inpatient-survey-2016>

How is the NHS performing? Quarterly Monitoring Report

http://qmr.kingsfund.org.uk/2017/23?_ga=2.255928456.288791211.1496758545-259632956.1463478375

Workplace Mindfulness Program for Public Sector Employees

<https://link.springer.com/article/10.1007/s12671-016-0643-4>

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knowledge.service@rothgen.nhs.uk