



# Summary of National Documents

May 2017

## New workforce supply resource from NHS Employers

*NHS Employers has developed a range of new workforce supply web pages to support healthcare employers. | May 25<sup>th</sup>*

The resource has been set up to help organisations consider the political and social context they are employing staff in, and to develop a workforce strategy that is wide ranging, yet achievable. It addresses the challenges employers face in terms of planning for educating, recruiting, developing and retaining their staff.

Visit the Workforce Supply resource [here](#)

## Excellence by Design: Standards for Postgraduate Curricula

*These newly developed standards aim to make postgraduate training more flexible for doctors | General Medical Council | May 23<sup>rd</sup>*

They provide a framework for the approval and provision of postgraduate medical education and training across the UK. All medical colleges and faculties are required to update all 103 existing postgraduate medical curricula against the GMC's new standards, with a target to complete the process by 2020.

During the approval processes, organisations must describe and give evidence to show how the standards and requirements set out in this document have been addressed in the design and development of the proposed curriculum. For a curriculum to be meaningful, it must address many interdependent factors, such as:

- clinical safety
- expected levels of performance
- maintenance of standards
- patient expectations
- equality and diversity requirements
- strategic workforce issues and system coherence



- operational and professional perspectives.

The curriculum approval process will make sure all of these different dimensions have been appropriately considered and addressed effectively during the development process.

- [Standards](#)
- [Press release](#)

## Leeds Teaching Hospitals reducing agency spend case study

*This case study shares the experience of Leeds Teaching Hospital NHS Trust on how they reduced levels of medical agency spending | NHS Employers | May 22<sup>nd</sup>*

The Leeds Teaching Hospitals NHS Trust has reduced its medical agency spends by introducing a central deployment service and making effective use of e-rostering to deliver a consistent and professional approach to the deployment of junior doctors.

This case study details the work the trust has carried out, from the medical workforce team working with medical managers, consultants and junior doctors to standardisation of processes. Read up on the steps they took towards improvement and the successes that have been achieved.

Download the full case study [here](#)

## Developing sustainable primary care

*Challenges facing general practice are increasing. This comes at a time of increased patient need, high demand for services and growing challenges in retaining and recruiting clinical team members | Primary Care Commissioning (PCC) | May 22<sup>nd</sup>*

PCC has been supporting practices to prepare for the future by looking at ways they can become more sustainable. From our work so far, the following themes have emerged:

- The need to ensure practices are well run, claiming appropriately and considering how the practice, as a whole, could work smarter.
- Planning for the future –how a practice will need to change in the next three to five years and how steps towards this can start now, to achieve early wins and boost morale.

General practices are responding to the increasing demands they face in several ways. Some are merging with other like-minded practices or working with other partners in the health economy. Others are collaborating to share back office or clinical skills to enable them to manage patients and workloads most appropriately. This includes signposting to alternative local services.

Read the full overview [here](#)



## Occupational health: the value proposition

*Occupational health: the value proposition | Society of Occupational Medicine | May 19th*

This report provides a narrative synthesis of the evidence from the scientific and wider literature to help illustrate and publicise the benefits that occupational health services provide to employees, employers and to the economy. The report is aimed at policy makers and commissioners of services and will form the basis of summary leaflets for employers and workers and their representatives.

One challenge is to overcome the view that occupational health services are a cost and do not contribute to the bottom line. However, occupational health services should be highly cost-effective provided that there is an effective skills mix; people work to their distinctive competencies and perform work that adds value.

Occupational health services improve the health of the working population, help prevent work-related illnesses, provide early interventions for those who develop a health condition thus preventing avoidable sickness absence and increase the efficiency and productivity of organisations.

Full report available [here](#)

## Mental health and new care models

*GPs need to prioritise mental health more, say experts. | Mental health and new models of care | Kings Fund | May 18<sup>th</sup>*

While some of the vanguard sites developing new care models report promising early results from adopting a whole-person approach, the full opportunities to improve care through integrated approaches to mental health have not yet been realised.

This Kings Fund report draws on recent research with vanguard sites in England, conducted in partnership with the Royal College of Psychiatrists. The report found that where new models of care have been used to remove the barriers between mental health and other parts of the health system, local professionals saw this as being highly valuable in improving care for patients and service users. But there remains much to be done to fully embed mental health into integrated care teams, primary care, urgent and emergency care pathways, and in work on population health.

The main vehicle for rolling out what vanguards are trying to achieve are England's sustainability and transformation plans (STPs) and there are concerns, said the authors, that some STPs had limited content on mental health.

'It is vital that STP leaders are encouraged to make mental health a central part of their plans, and that they are able to take heed of the emerging lessons from vanguard sites,' says the report.



More mental health support is needed in GP surgeries, said the authors. They recommend strengthening mental health capabilities in the primary and community health workforce by improving the confidence, competence and skills of GPs, integrated care teams and others.

Download the full report [here](#)

## Safe and Effective Staffing: The Real Picture

*This report paints a picture of an NHS struggling without the nursing staff it knows it needs | Royal College of Nursing | May 16th*

This report calls for the rest of the UK to follow the example of Wales and enshrine safe staffing levels in law following analysis which shows that there is approximately 40,000 unfilled nurse posts in England with a further 12,000 health care support worker vacancies. The report finds that care providers are increasingly hiring fewer registered nursing staff and that four in five NHS nursing directors have reported concerns that their hospital relies on the goodwill of staff to keep services running.

- [Report](#)
- [Press release](#)

## State Of Child Health: Sustainability and Transformation Partnerships

*Following analysis of STPs, this report argues that the plans are failing to take into account the needs of infants, child and young people | Royal College of Paediatrics and Child Health | May 16th*

It finds that while most STPs set out the case for change well and cover important key themes such as prevention, early intervention, more care delivered in the community, better mental health services and integrated working, there is a lack of detail underpinning the vision. It concludes that the lack of profile given to infants, children and young people (who comprise 25 per cent of the UK population) by the majority of STPs, is a cause for concern.

- [Report](#)
- [Press release](#)



## How much progress is the NHS making on workforce diversity?

*Overturning decades of discrimination will not happen overnight but there have been small yet significant improvements | The Guardian Healthcare Network | May 16<sup>th</sup>*

The NHS would grind to a standstill without the contribution of its black and minority ethnic (BME) staff. A fifth of nurses and midwives and a third of doctors are from BME backgrounds. Yet, by almost every measure, their treatment is poorer than that of their white colleagues. The latest report on the experience of these staff, drawn from nine workforce and staff survey metrics from all 236 trusts in England, makes sobering reading.

The more senior the pay grade, the less likely it will be filled by BME staff. Almost a quarter (24%) of nurses and midwives at entry grade 5 are from BME backgrounds, but this falls to 4% once senior management grades (8C and 8D) are reached.

Read the full news article [here](#)

## Enabling Professionalism in Nursing and Midwifery Practice

*This guide is aimed at all nurses and midwives and sets out what professionalism can look like in everyday practice | Nursing and Midwifery Council | May 15<sup>th</sup>*

Professionalism means something to everyone who works as a nurse or midwife. Being an inspiring role model working in the best interests of people in your care, regardless of what position you hold and where you deliver care, is what really brings practice and behaviour together in harmony. This guide demonstrates how applying the values of the code of conduct should be at the centre of all nursing and midwifery practice. For employers, it identifies key principles which will help them to provide practice environments that support and encourage professionalism among nurses and midwives.

- [Guidance](#)
- [Press release](#)

## New publications from the NHS Confederation Mental Health Network

*The NHS Confederation Mental Health Network has published two papers looking at the mental health workforce | May 12<sup>th</sup>*

### The Future of the mental health workforce

The NHS Confederation Mental Health Network has published 'The future of the mental health workforce'. This discussion paper presents data on the current picture of the mental health



workforce and looks at emerging findings from research to identify the challenges and opportunities that lie ahead for the mental health workforce. A final report will be published later in 2017.

Download the 'The Future of the mental Health Workforce' [here](#)

### Mental health and integrated care

Also published is Mental health and community providers: lessons for integrated care. This briefing looks at how mental health and community provider organisations are exploring the multi-speciality provider model and how it can drive the delivery of integrated mental and physical healthcare. The briefing presents key points and lessons learned.

Download 'Mental health and community providers: lessons for integrated care' [here](#)

### Patient flow within UK emergency departments

*Mohiuddin, S. et al. (2017) BMJ Open. 7:e015007*

**Objectives:** Overcrowding in the emergency department (ED) is common in the UK as in other countries worldwide. Computer simulation is one approach used for understanding the causes of ED overcrowding and assessing the likely impact of changes to the delivery of emergency care. However, little is known about the usefulness of computer simulation for analysis of ED patient flow. We undertook a systematic review to investigate the different computer simulation methods and their contribution for analysis of patient flow within EDs in the UK.

**Conclusions:** We found that computer simulation can provide a means to pretest changes to ED care delivery before implementation in a safe and efficient manner. However, the evidence base is small and poorly developed. There are some methodological, data, stakeholder, implementation and reporting issues, which must be addressed by future studies.

Read the full article [here](#)

### Leading Across the Health and Care System: Lessons from Experience

*This paper offers those who are leading new systems of care some guidance on how to address the challenges they face | The King's Fund | May 9<sup>th</sup>*

As the NHS seeks to move away from competition towards integration and to develop new models of care, individuals and organisations across the health and care system need to learn to work together to make the best use of collective skills and knowledge.



Part of the Leadership in action series, this paper offers those who are leading new systems of care some guidance on how to address the challenges they face. It draws on the Fund's work on the development of new care models, sustainability and transformation plans, and accountable care organisations. It is also informed by the experience of people who have occupied system leadership roles and draws on case studies from our research and organisational development work.

Read the full report [here](#)

## Report: Perfect Patient Information

*Improving access to information: New PIF report – Perfect Patient Information Journey | May 8<sup>th</sup>*

In light of the growing move towards supporting people with long-term conditions to self-manage and share in decision-making about their care, PIF has launched a project aimed at creating a model pathway to support the 'perfect patient information journey' for people with long-term conditions.

The project aims to:

- Identify good practice principles to ensure the provision of high quality information for people with long-term conditions.
- Develop resources aimed at supporting patients, healthcare professionals and commissioners to better access, provide and commission high quality information.
- Pilot and evaluate these resources in a clinical setting.

Read the full overview [here](#)

The full report is available [here](#)

## Improving teaching about medically unexplained symptoms for newly qualified doctors in the UK

*Yon, K. (2017) BMJ Open. 7:e014720*

**Objectives:** Medically unexplained symptoms (MUS) present frequently in healthcare, can be complex and frustrating for clinicians and patients and are often associated with overinvestigation and significant costs. Doctors need to be aware of appropriate management strategies for such patients early in their training. A previous qualitative study with foundation year doctors (junior doctors in their first 2 years postqualification) indicated significant lack of knowledge about this topic and appropriate management strategies. This study reviewed whether, and in what format, UK foundation training programmes for newly qualified doctors include any teaching about MUS and sought recommendations for further development of such training.



Conclusions: There is an urgent need to improve foundation level training about MUS, as current provision is very limited. An interactive approach covering a range of topics is recommended, but must be delivered within a realistic time frame for the curriculum.

Read the full article [here](#)

## Reward in the NHS: Good Practice and Innovation Taking Place Across the NHS

*In this report, NHS Employers share the key areas being taken forward and look at how organisations are changing their approach to reward | NHS Employers | May 5th*

This report captures the themes, good practice, and innovation that have emerged from NHS Employers' Total Reward Engagement Network over the last year. It focuses on key elements of reward and how organisations are changing their approach to reward.

Read the full report [here](#)

## Arts-based training in observation and mindfulness for fostering the empathic response in medical residents

*Zazulak, J. et al. Medical Humanities. Published online: 27 April 2017.*

Empathy is an essential attribute for medical professionals. Yet, evidence indicates that medical learners' empathy levels decline dramatically during medical school. Training in evidence-based observation and mindfulness has the potential to bolster the acquisition and demonstration of empathic behaviours for medical learners.

In this prospective cohort study, we explore the impact of a course in arts-based visual literacy and mindfulness practice (*Art of Seeing*) on the empathic response of medical residents engaged in obstetrics and gynaecology and family medicine training.

The results indicated that programme participants improved in the Mindfulness Scale domains related to self-confidence and communication relative to a group of control participants following the arts-based programme. However, the majority of the psychometric measures did not reveal differences between groups over the duration of the programme. Importantly, thematic qualitative analysis of the interview data revealed that the programme had a positive impact on the participants' perceived empathy towards colleagues and patients and on the perception of personal and professional well-being. The study concludes that a multifaceted arts-based curriculum focusing on evidence-based observation and mindfulness is a useful tool in bolstering the empathic response, improving communication, and fostering professional well-being among medical residents.

Read the full article [here](#)





## Health creating economy

*The UK Health Forum has published Proposals for a health-creating economy. | May 4<sup>th</sup>*

This report sets out the Forum's view that the UK must continue to be an international leader on global non-communicable diseases prevention through engagement at home and abroad with global institutions, governments, the public sector, civil society and commercial operators. This position will in turn lead to savings to the NHS through reduced avoidable demand on services.

Read the report [here](#)

## Compassionate leadership in health care

*Caring to change: How compassionate leadership can stimulate innovation in health care | Kings Fund | May 4<sup>th</sup>*

This paper looks at compassion as a core cultural value of the NHS and how compassionate leadership results in a working environment that encourages people to find new and improved ways of doing things. It describes four key elements of a culture for innovative, high-quality and continually improving care and what they mean for patients, staff and the wider organisation: inspiring vision and strategy; positive inclusion and participation; enthusiastic team and cross-boundary working; and support and autonomy for staff to innovate. It also presents case studies of how compassionate leadership has led to innovation. This work was supported by the Health Foundation.

Download the full report [here](#)

Related Kings Fund blog: [Compassionate leadership – more important than ever in today's NHS](#)

## Organising care at the NHS front line: who is responsible?

*The King's Fund | May 3<sup>rd</sup>*

The report looks at the reality of caring for acutely ill medical patients at the NHS front line and asks how care in hospitals can be improved. It comprises a series of essays by frontline clinicians, managers, quality improvement champions and patients, and provides detail about how clinical care is currently provided and how it could be improved.

The report highlights that providing safe and high-quality care for acutely ill medical patients has always been challenging but has become more so as the volume and complexity of work has increased. Amongst its recommendations is that there should be a much stronger focus on how care is organised on hospital wards and in clinics throughout the NHS and greater standardisation of care processes.

The full report can be downloaded [here](#)



## References

Workforce Supply

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Excellence by Design: Standards for Postgraduate Curricula

[http://www.gmc-uk.org/Excellence\\_by\\_design\\_standards\\_for\\_postgraduate\\_curricula\\_0517.pdf\\_70436125.pdf](http://www.gmc-uk.org/Excellence_by_design_standards_for_postgraduate_curricula_0517.pdf_70436125.pdf)

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Developing sustainable primary care

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Occupational health: the value proposition

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Mental health and new models of care

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Safe and Effective Staffing: The Real Picture

<https://www.rcn.org.uk/-/media/royal-college-of-nursing/documents/publications/2017/may/pub-006195.pdf>

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How much progress is the NHS making on workforce diversity?

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Enabling Professionalism in Nursing and Midwifery Practice

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