

Workforce Times 15/02/2023

Update from Health Education England's Knowledge Management Team. Contact us at KnowledgeManagement@hee.nhs.uk



Key documents and reports plus your weekly workforce and education transformation update, covering new publications, research, policy, strategy and healthcare system news, with a focus on areas of the [HEE Star](#).

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Key Documents and Reports

The Health Foundation

Innovation is being squeezed out of the NHS

Date of publication: February 2023

There are several reasons behind this. Innovative teams and organisations often take for granted their own readiness and capability to innovate. But these factors are not necessarily shared by other teams and organisations, raising the question of how generalisable the experience of early adopters is. Just because an innovation has been successfully piloted, it doesn't follow that other organisations can adopt it overnight.

The King's Fund

[Both, and: population health and public health professionals need to make the most of distinct contributions to better health](#)

Date of publication: February 2023

There should be strength and mutuality in these varied roles and traditions, with new leaders for population health working alongside their peers in public health. Yet there is also the possibility of confusion, competition and disagreement on roles and expertise. The integrative thinking population health demands, and public health is founded on, will not be served by competing narratives nor an artificial division of labour where population health leaders simply work on better NHS healthcare rather than the roots of wellbeing and healthier lives.

[Tech transformation disrupts leadership styles](#)

Date of publication: February 2023

The NHS is a system and with digital transformation changes ripple through the system more than previously. For example, using electronic health records can mean clinicians spend more time in front of a computer and less time with patients, which can understandably be frustrating for both clinicians and patients. In addition, using electronic health records can increase the organisational risk of cyber-attacks and digital failures. But, on the

plus side, the data from electronic records can bring benefits for individual patients, eg, through increased clinical safety, and for communities, eg, through population health initiatives. But these benefits are not directly felt by the staff who are spending more time in front of the computer and less time with patients. And so resources (staff time), risk (cyber-security) and benefit (clinical safety and population health) are split across multiple people, organisations and places.

National Audit Office

[Progress in improving mental health services in England](#)

Date of publication: February 2023

Since 2016, the NHS has taken some important first steps towards closing the historical and acknowledged gap between mental and physical health services. DHSC and NHSE made a series of clear commitments and plans to expand and improve mental health services, but they have not defined what achieving full parity of esteem for mental health services would entail. Consequently, it is unclear how far the current commitments take the NHS towards its end goal, and what else is needed to achieve it. While funding and the workforce for mental health services have increased and more people have been treated, many people still cannot access services or have lengthy waits for treatment. Staff shortages continue and data that would demonstrate the

results of service developments are limited.

NHS Confederation

[The preventative potential of social care](#)

Date of publication: February 2023

We in the NHS need to try to shift the focus of our conversation with social care colleagues. It too often seems that the only reason we engage is in seeking help getting medically fit people out of hospitals. Of course, delayed discharge is a major issue and, according to the NHS leaders I speak with, the single biggest source of capacity and flow problems in the system, in particular the urgent and emergency pathway. If health and care were completely independent of each other, we would not be required to collaborate.

NHS England

[ICB annual reports and working with people and communities: Guidance](#)

Date of publication: February 2023

This guidance is for integrated care boards (ICBs) to help them

produce annual reports that reflect their work with people and communities and show how they meet their public involvement legal duties. It replaces previous guidance from 2016. It can also be used by other health and care organisations as good practice in making their corporate reports accessible and relevant to people and communities.

NHS Providers

[Improvement through digital transformation](#)

Date of publication: February 2023

Ask for evidence and measurement to establish whether you are achieving outcomes. Naturally, given the pivotal role and philosophy of evidence based medicine, this approach is pretty ingrained in the NHS. But it's important to extend this to your digital efforts. For instance, what does the data (from your website, help desk, or incident log) indicate is your top user need? "When can I go home?" is the question that patients in a care setting probably ask the most. So focus on this question (and others like it) as a starting point for your service design. Success is not won by simply buying and deploying: the solution actually has to be used and useful, with evidence to prove it.

Nuffield Trust

[The state of community health services in England](#)

Date of publication: February 2023

The effort put forth by community providers goes largely unrecognised because it is not counted or documented in the same way that other NHS services are. As a result, community services are poorly understood by the public, policy-makers, and even other health and care providers. But it is widely recognised that NHS community services are critical to keeping the whole health system working effectively – not least from the impact that delays in discharging patients from hospital are having on emergency services. In this explainer, we define community services, describe who uses and provides them, and who pays for them. We also highlight the opportunities and challenges facing community services now and in the future.

Royal College of Nursing

[Valuing Nursing in the UK](#)

Date of publication: February 2023

Despite public support for the nursing profession, governments across the UK are failing to value and support nursing staff. Nurses and nursing support workers feel undervalued and unsafe,

causing an alarming number of them to leave the profession altogether. This report presents a range of factors which impact retention, as well as recommendations for action to bring widespread benefits for the workforce, and for safe and effective care. Across all the issues which impact retention, there are significant inequalities within the nursing workforce, with some groups disproportionately affected. Governments and employers must therefore ensure that meaningful efforts and interventions to improve retention include a specific focus on addressing inequalities.

News



- [NHS England board meeting shares update on tech and data projects](#) (Health Tech Newspaper, 10th February 2023)

*For help with full-text access, HEE staff can contact the [KM Team](#)

Journal Articles



[Implementation and impact of an interprofessional education curriculum on medical, pharmacy, and social work students' attitudes, perceptions, and self-assessed teamwork skills](#)

(Journal of Interprofessional Care, February 2023)

Our findings demonstrate that the IPE curriculum had a positive impact on students' attitudes and self-assessed teamwork skills, with greater learning outcomes identified amongst pharmacy and social work students than medical students. Implementing IP curriculum into Family Medicine experiences is both feasible and worthy of further investigation.

[Behavioural outcomes of interprofessional education within clinical settings for health professional students: A systematic literature review](#) (Journal of Interprofessional Care, February 2023)

Interprofessional education facilitates collaborative practice, which promotes high-quality patient care and patient safety.

Interprofessional education (IPE) experiences within clinical settings provide an opportunity for the development of interprofessional collaborative practice competence. The aim of this systematic review was to review the literature evaluating interprofessional education for health professional students within clinical settings and summarize the behavioral outcomes.

[Impact of online learning on sense of belonging among first year clinical health students during COVID-19: student and academic perspectives](#) (BMC Medical Education, February 2023)

While the rapid transition to online learning did not greatly impact

knowledge acquisition of first-year students in this cohort, the lack of sense of belonging highlights the need for further research into development of this essential aspect of learning in the online domain. Although contextualised in the COVID-19 pandemic, it became clear that the findings will remain relevant beyond the current situation, as a student's need to belong will always be present in the face of challenges or change.

Interprofessional simulation of acute care for nursing and medical students: interprofessional competencies and transfer to the workplace (BMC Medical Education, February 2023)

Interprofessional simulation training did show measurable growth of interprofessional competencies, but so did uniprofessional training. Both medical and nursing students reported increased awareness of perspective and expertise of own and other profession. Furthermore, they reported growing competence in interprofessional communication and collaboration in transfer to their workplace.

Endured and prevailed: a phenomenological study of doctors' first year of clinical practice (BMC Medical Education, February 2023)

Following initial anxiety regarding competence and performance, participants' experience of transition was predominantly

influenced by cultural, relational and contextual aspects of clinical practice. Solutions to ease this challenging time include stage-specific transitional interventions, curricular change at both undergraduate and postgraduate levels and a re-evaluation of the clinical learning environment to mitigate the difficulties endured.

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Webinars

[Leading Well for Staff Health and Wellbeing in the NHS](#)

(FutureLearn/The King's Fund)

The role of a manager and leader in protecting, supporting and promoting the health and wellbeing of staff has never been more necessary and urgent. Even if many of the forces that undermine workforce health are beyond the gift of any individual to change or influence, there are still things that managers and leaders can do to create cultures of care that foster wellbeing and create better mental and physical health. Learning from specialists in leadership and organisational development within the UK health and care sector, you'll explore different leadership styles and reflect on how your personal style impacts on staff health and wellbeing.

[HEE staff only] [Using Microsoft Teams to deliver large-scale Interprofessional Education Simulation](#) (Tuesday 28th

February 2023, 12:00 – 13:00)

The School of Medicine at the University of Central Lancashire have successfully delivered online Interprofessional Education (IPE) simulation to over 600 students, across 10 different courses. This method has been successfully utilised for IPE events such as MDT working, medical assessment unit simulation and escape rooms. We will cover the base method as well as the challenges and lessons learned. Tools that can be integrated with MS Teams will be showcased. The webinar will explore how online tools can create interprofessional education opportunities for undergraduate and postgraduate learners.



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Health Education England

1st Floor | Blenheim House | Duncombe Street | Leeds | LS1 4PL

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