

Leadership & Change Management

Recent articles and reports

Jul 17 – Jan 18

Articles

The following journal articles are available from the Library and Knowledge Service electronically or in print.

[Compassionate leadership counts.](#)

Foster S. *British Journal of Nursing* 2017;26(12):715-715.

The article discusses the author's views about the role of nursing-related compassionate leadership in improving patient care in Great Britain as of 2017, and it mentions changes involving attitudes about leadership styles. The International Nurses Day event is addressed, along with empathy, altruism, and efforts to deal with another person's suffering. Cultural values and patient safety are examined, along with the health and wellbeing of nurses and other staff members.

[Confidence and competence is what makes the difference on the frontline.](#)

Price-Dowd C. *British Journal of Nursing* 2017;26(15):900-901.

The author comments on the benefits of having nurses who are both confident and competent in delivering quality of care to patients. She discusses the importance of nurses supporting one another and sharing best practices while also mentoring younger professionals. Particular attention is given to the development of patient-nurse relationships.

[Developing our future leaders: the role of a global mentoring programme.](#)

Rosser E. *British Journal of Nursing* 2017;26(18):1045-1045.

The article discusses the role that mentoring in nursing can play in the development of nurse leaders as of 2017, and it mentions the author's personal experiences as a mentor to a nursing professor in Australia as part of a pilot Global Leadership Mentorship programme. Nurses and nursing students are addressed, along with the Sigma Theta Tau International Inc. international nursing society. Cultural differences, language barriers, and nursing opportunities are assessed.

[Florence Nightingale Foundation: supporting excellent leadership.](#)

Ward U. *British Journal of Nursing* 2017;26(20):S8-S9.

The article discusses the history and independence of the nursing and midwifery care-related Florence Nightingale Foundation (Foundation) in Great Britain as of 2017, and it mentions evidence-based nursing and fundraising for bespoke leadership programmes. According to the article, the Foundation provides research and travel scholarships to students in an effort to help improve patient care. A shortage of registered nurses in Great Britain is assessed.

[How to approach changing jobs.](#)

Foster S. *British Journal of Nursing* 2017;26(18):1049-1049.

The article presents practical advice for nurses on how to approach the process of changing jobs, and it mentions how to build relationships with health care industry colleagues, how to empower teams to promote staff retention, and a nurse's ability to leave his or her job on good terms. Job roles are addressed, along with the task of setting the pace for change in an employment situation. Leadership

positions, Maslow's hierarchy of needs theory, and career transition planning are assessed.

Implementing safety huddles.

Foster S. *British Journal of Nursing* 2017;26(16):953-953.

The author discusses the implementation of safety huddles, in which medical personnel can allocate tasks and discuss information pertinent to patients, in order to provide holistic care to patients. Topics include the improvement of communication among medical personnel through safety huddles, the ability to monitor safety data and celebrate success through safety huddles, and the ability to improve team work among medical personnel through safety huddles.

Improving patient safety and healthcare quality: examples of good practice.

Tingle J. *British Journal of Nursing* 2017;26(14):828-829.

The article reports on the development of health care quality regulations by the British Care Quality Commission (CQC).

Raising our voice: how nurses are changing the world.

Kennedy A. *British Journal of Nursing* 2017;26(20):S5-S5.

The article discusses the 25th anniversary of the "British Journal of Nursing" in 2017 in relation to the societal impacts of nurses, and it mentions the author's experiences as the president of the International Council of Nurses organization and the former director of professional development at the Irish Nurses and Midwives Organisation. British health policy and the success of the United Nations' Millennium Development Goals are examined, along with nursing history.

Recognising outstanding care.

Glasper A. *British Journal of Nursing* 2017;26(11):632-633.

The article discusses the "Celebrating Good Care, Championing Outstanding Care" report published by England's Care Quality Commission (CQC) which addresses the healthcare services that deliver quality health care to service users. The care provided to surgical patients is examined, along with the World Health Organization's Safe Surgery Checklist, patient safety, and the British Royal College of Paediatrics and Child Health (RCPCH) Situation Awareness for Everyone (SAFE) Programme.

Team care approach to population health and care management.

McGough P. *International Journal of Health Governance* 2017;22(2):93-103.

As the US health system moves to value-based care and aligns payment with quality, the role of the primary care provider (PCP) is becoming ever more important. The purpose of this paper is to outline a successful population health and care management strategy depending on accountable teams to standard workflow and agreed upon process and outcome measures in order to achieve the triple aim of improved health, patient experience, and value.

The consultant practitioner: an evolving role to meet changing NHS needs.

Rosser E. *British Journal of Nursing* 2017;26(19):1065-1069.

This article reflects on the relevance of the consultant practitioner role and the impact of an action learning set in hastening its evolution in one NHS foundation trust. From their critical reflection, six consultant practitioners acknowledged the influence of the action learning set on accelerating their confidence and competence to lead, and evaluating new models of care delivery at scale and pace, recognising ultimately their impact on their local STP and their trust's vision.

The key to resilient individuals is to build resilient and adaptive systems.

Crowe L. *Emergency Medicine Journal* 2017;34(7):<http://dx.doi.org/10.1136/emered-2017-206632>.

The last decade has highlighted a need to recognise the impact of working in emergency medicine (EM) on the physician. Rather than this being a narcissistic view, it recognises that occupational well-being has a

direct correlation with the quality of patient care, patient safety, occupational longevity, absenteeism and recognises for the first time that physicians, like their patients, are also humans who are worthy of care and attention.

[The three stages of courage in nursing.](#)

Price-Dowd C. *British Journal of Nursing* 2017;26(17):989-989.

The author discusses the need for courage by nurses. She mentions behaving courageously during training and when leading, when reporting bad behaviors, and when the need to discuss distressing news with a patient arises.

[We owe our patients honesty.](#)

Price-Dowd C. *British Journal of Nursing* 2017;26(20):1127-1127.

The article discusses the author's views about the importance of candour (honesty and openness) in nurse-patient relations and the provision of patient care, and it mentions the author's personal experiences in the nursing profession. Professional judgment and communication in nursing are examined, as well as hospice medical care, relationships among colleagues, and truth in nursing care. The attitudes of patients are assessed.

[What compassion means to me.](#)

Price-Dowd C. *British Journal of Nursing* 2017;26(11): 638-639.

[The article presents the first installment in a series of blogs which addresses the author's personal experiences with compassionate nursing, Great Britain's National Health Service (NHS), and a nurse's ability to build trust with a patient, and it mentions the provision of quality medical care.]

Available with an NHS OpenAthens password for eligible users

[Why self-care is key to providing high-quality care to others.](#)

McCormick J. *British Journal of Nursing* 2017;26(12):695-695.

The article discusses the authors' experiences while undertaking British nursing-related Florence Nightingale Leadership Scholarships, and it mentions their claim that high-quality medical care begins with self-care. Nurse-patient relations are addressed, along with nursing-related goals and objectives, role clarity, collective leadership, and quality improvement. Self-awareness and wellbeing are examined, along with role models and communication in nursing.

[You can never be too 'care-full'.](#)

Price-Dowd C. *British Journal of Nursing* 2017;26(13): 776-777.

The article discusses the author's views about the importance of care in the British nursing profession, and it mentions the psychological aspects of nurses, as well as caring about patient and colleagues in the nursing profession. The author's care-full concept, which calls for nurses to be full of care, is examined. Inclusive thinking and being mindful about a diversity of opinions are assessed, along with the relationships between nurses and co-workers.

Reports

The following report(s) may be of interest:

[Accountable care - the art of the possible.](#)

NHS Providers; 2017.

<http://nhsproviders.org/resource-library/reports/accountable-care-the-art-of-the-possible>

This joint publication with Hempsons sets out eight steps and considerations in working more closely with partners in accountable care systems.

Freely available online

[An RCN Toolkit for School Nurses: Supporting your practice to deliver services for children and young people in educational settings.](#)

Royal College of Nursing (RCN); 2017.

<https://www.rcn.org.uk/professional-development/publications/pub-006316>

This toolkit provides school nurses with information, examples of good practice, templates and useful websites to support and develop professional practice. It considers varying policy and practice which applies across the UK and the range of settings in which school nurses work.

Freely available online

[Aspiring chief executives: supporting the leaders of tomorrow.](#)

NHS Providers; 2017.

<http://nhsproviders.org/aspiring-ceos-report>

The Aspiring chief executive programme is a collaboration between NHS Improvement, NHS Providers and the NHS Leadership Academy. It was created in 2014 to ensure a strong, ongoing, pipeline of candidates for the role of NHS trust chief executive. This joint report sets out perspectives from a number of participants in the programme.

Freely available online

[Building capacity and capability for improvement: embedding quality improvement skills in NHS providers.](#)

NHS Improvement; 2017.

<https://improvement.nhs.uk/resources/embedding-quality-improvement-skills/>

These guides are for NHS organisations seeking to begin or do more to build improvement capacity and capability in their organisations.

Freely available online

[Developing People - Improving Care: one year on.](#)

NHS Improvement; 2018.

<https://improvement.nhs.uk/resources/developing-people-improving-care-one-year/>

One year on from the launch of the Developing People- Improving Care, we highlight how leaders across health and social care have implemented the framework.

Freely available online

[Embedding a culture of quality improvement.](#)

The King's Fund; 2017.

<https://www.kingsfund.org.uk/publications/embedding-culture-quality-improvement>

This report explores the factors that have helped organisations to launch a quality improvement strategy and sustain a focus on quality improvement. It identified three common themes for successfully launching a quality improvement strategy: having a clear rationale; ensuring staff are ready for change; understanding the implications for the organisation's leadership team in terms of style and role.

Freely available online

[Facing the Facts, Shaping the Future: A health and care workforce strategy for England to 2027.](#)

Health Education England (HEE); 2017.

<https://www.hee.nhs.uk/printpdf/news-blogs-events/hee-news/health-education-england-launches-plan-future-proof-nhs-care-workforce>

The draft strategy takes an uncompromising look at the challenges faced by the health and care system, charting the growth in the NHS workforce over the last five years while setting out the critical workforce challenges that will be faced over the next decade. The strategy is a draft document with a number of areas that will now be consulted upon widely ... a final report will be produced next July [2018] to coincide with the NHS 70 anniversary

Freely available online

[Freedom to Speak Up Guardian survey 2017: findings and recommendations.](#)

Care Quality Commission (CQC); 2017.

http://www.cqc.org.uk/sites/default/files/20170915_Freedom_to_Speak_Up_Guardian_Survey_2017.pdf

This report outlines the results of a survey of NHS whistleblowing guardians which aimed to understand how the role has been implemented, who is being appointed to the role and guardians' views on the Freedom to Speak Up initiative. The report makes ten recommendations for the development of the role as a result of the findings of the survey.]*Freely available online*

[How will our future relationship with the EU shape the NHS?](#)

Nuffield Trust; 2017.

<https://www.nuffieldtrust.org.uk/research/brexit-relationship-eu-shape-nhs>

What effect will the Brexit negotiations have on the way the NHS operates in future? This briefing looks at five key areas where the agreements that are made with the European Union will shape health and social care over the coming decades.

Freely available online

[Leading large scale change: a practical guide.](#)

NHS England; 2017.

<https://www.england.nhs.uk/ourwork/qual-clin-lead/sustainableimprovement/leading-large-scale-change/>

To support leaders in this task, NHS England's Sustainable Improvement team and the Horizons team have refreshed and updated a 2011 publication, Leading Large Scale Change: A Practical Guide, to reflect today's unique health and care landscape and challenges, and have produced a supporting skills development programme.

Freely available online

[NIHR Signal: Wider stakeholder involvement could overcome resistance to modernising healthcare services.](#)

NIHR Dissemination Centre; 2017.

<https://discover.dc.nihr.ac.uk/portal/article?id=SIG-5000493>

Among principles that can help when decommissioning out-dated, unsafe or poor value services are clear leadership and transparency about the reason for change with patients, clinicians and local communities.

Freely available online

[Partnerships for improvement: ingredients for success.](#)

The Health Foundation; 2017.

<http://www.health.org.uk/publication/partnerships-improvement-ingredients-success>

"The idea of partnerships and collaboration across organisational boundaries is at the heart of NHS reforms in England. Although we have helped to develop the evidence base for how networks of people can improve quality of care, less is known about what makes for successful partnerships between providers at an organisational level. For this reason, we commissioned the Health Services Management Centre at the University of Birmingham to look at a range of current organisational partnerships."

Freely available online

[Six Emotional Leadership Styles: Choosing the Right Style For the Situation.](#)

Mind Tools; 2017.

<https://www.mindtools.com/pages/article/emotional-leadership.htm>

There are six 'emotional leadership styles' that are useful in different circumstances. In this article, we'll explore each of them, and look at how you can develop the skills you need to use each one effectively.

Freely available online

[The Four Frame Approach: Finding Other Ways Forward.](#)

Mind Tools; 2017.

<https://www.mindtools.com/pages/article/four-frame-approach.htm>

[The Four Frame Approach is a concept developed by Lee Bolman and Terrence Deal, and was first published in their 1991 book, "Reframing Organizations". The model is a set of four frames, or perspectives, that we can use to analyze a situation in the workplace. The four frames are: The Structural Frame, The Human Resource Frame, The Political Frame, and The Symbolic Frame. The idea is that you use the model to get a more rounded view of a situation by looking at it from several different angles.]

Freely available online

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