

Leadership and change management

Recent articles, reports and books

August 2016 - January 2017

Articles

The following journal articles are available via the Library and Knowledge Service electronically or in print. Please follow links to access full text online, or contact the library

[A matter of trust.](#)

Merrett H. *Clinical Risk* 2016;22(3-4):44 - 45.

Editorial. 'An attendee at a patient safety conference recently asked the speakers whether we felt that the effect of being placed in special measures was so devastating to staff morale as to render improvements at the organisation in question almost impossible. This prompted me to think about trust and communications across the health community, and their role in facilitating – or blocking – the open and transparent culture that is surely a prerequisite to improving safety.'

Freely available online

[Beyond clinical engagement: a pragmatic model for quality improvement interventions, aligning clinical and managerial priorities. Research and reporting methodology](#)

Pannick S. *BMJ Quality & Safety* 2016;25(9):716 - 725.

Despite taking advantage of established learning from other industries, quality improvement initiatives in healthcare may struggle to outperform secular trends. The reasons for this are rarely explored in detail, and are often attributed merely to difficulties in engaging clinicians in quality improvement work. In a narrative review of the literature, we argue that this focus on clinicians, at the relative expense of managerial staff, has proven counterproductive...

Available with an NHS OpenAthens password for eligible users

[Four steps to sustaining improvement in health care.](#)

Mate K. *Harvard Business Review* 2016;(November 2016):epub.

To learn how to build systems that sustain improvement, the Institute for Healthcare Improvement studied health care organizations that were able to achieve standout results and then build on them (as described in the IHI White Paper, Sustaining Improvement). This article highlights four steps, derived from insights from the work of these organizations, on how to get started with introducing new standard work processes for point-of-care staff.

Freely available online

[Quantitative systematic review of multi-professional teamwork and leadership training to optimize patient outcomes in acute hospital settings.](#)

Husebø SE. *Journal of Advanced Nursing* 2016;72(12):2980-3000.

Background: Although investigations of teamwork and leadership training in acute hospital settings indicate that such programs can optimize patient outcomes, evidence-based recommendations on the content, duration and frequency of training programs associated with clinical evidence are still absent.

Available with an NHS OpenAthens password for eligible users

Reports

The following report(s) may be of interest:

[Developing People - Improving Care: A national framework for action on improvement and leadership development in NHS-funded services.](#)

NHS Improvement; 2016.

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

Evidence-based national framework to guide action on improvement skill-building, leadership development and talent management for people in NHS-funded roles.

Freely available online

[Governing for transformation: STPs and governance.](https://www.nhsproviders.org/resource-library/reports/governing-for-transformation-stps-and-governance)

NHS Providers; 2016.

<https://www.nhsproviders.org/resource-library/reports/governing-for-transformation-stps-and-governance>

The effective creation and delivery of local system sustainability and transformation plans (STPs) is now a key task for any healthcare leader. This new report sets the context for STPs, identifies the challenges for organisations, examines the role of the board and addresses the constraints of current legislation.

Freely available online

[Maintaining and improving staff engagement in demanding times.](http://www.nhsemployers.org/case-studies-and-resources/2016/11/staff-engagement-maintaining-and-improving-in-demanding-times)

NHS Employers; 2016.

<http://www.nhsemployers.org/case-studies-and-resources/2016/11/staff-engagement-maintaining-and-improving-in-demanding-times>

Understanding what your current state of staff engagement is will help you to decide on what course of action you need to take. Do you need to improve or maintain? This briefing will provide you with approaches that have been tried and tested in the NHS and beyond.

Freely available online

[Priorities for the NHS and social care in 2017.](https://www.kingsfund.org.uk/publications/priorities-nhs-social-care-2017)

The King's Fund; 2017.

<https://www.kingsfund.org.uk/publications/priorities-nhs-social-care-2017>

2017 promises to be another challenging year for the health and care system, with demand for care increasing faster than the supply of resources. The King's Fund has identified: Supporting new care models centred on the needs of patients; Strengthening and implementing sustainability and transformation plans; Improving productivity and delivering better value; Developing and strengthening leadership at all levels; Securing adequate funding for health and social care;

Freely available online

[Sustainability and transformation plans: briefing paper.](https://www.bma.org.uk/collective-voice/policy-and-research/nhs-structure-and-delivery/sustainability-and-transformation-plans)

British Medical Association (BMA); 2016.

<https://www.bma.org.uk/collective-voice/policy-and-research/nhs-structure-and-delivery/sustainability-and-transformation-plans>

Read our briefing paper on STPs (sustainability and transformation plans) and find out how they affect you at a local level. We've also developed a set of key questions to ask your STP lead.

Freely available online

[Whole System Measures 2.0: A Compass for Health System Leaders.](http://www.ihl.org/resources/Pages/IHIWhitePapers/Whole-System-Measures-Compass-for-Health-System-Leaders.aspx)

Institute for Healthcare Improvement; 2016.

<http://www.ihl.org/resources/Pages/IHIWhitePapers/Whole-System-Measures-Compass-for-Health-System-Leaders.aspx>

WSM 2.0 is a set of 15 measures that help leaders better understand their organization's current (and desired) state across three domains (the Triple Aim): population health, experience of care, and per capita cost.

Available with free registration

Websites

The following website(s) may be of interest:

[NHS improvement directory.](https://improvement.nhs.uk/resources/improvement-directory/)

<https://improvement.nhs.uk/resources/improvement-directory/>

A list of websites that provide online improvement tools, resources or networks on health and social care.

Freely available online

Books

The following books have recently been added to stock:

Title	Author	Shelf mark
Change management	Paton, Rob,	WX 224.5 MCC
Clinical leadership made easy :		
How to lead	Owen, J	WX 224.2 OWE
Leadership and management for nurses :	Finkelman, Anita Ward,	
Leadership in health care	Barr, Jill.	WX 224.2 BAR
Leadership, management & team working in nursing	Bach, Shirley	WY 200 ELL
Making sense of change management	Cameron, E	WX 224.5 CAM
Management and organisational behaviour	Mullins, L J	WX 224 MUL
Management innovations for healthcare organizations		WX 175 MAN
Managing change		WX 224.5 MAN
Organizational and process reengineering approaches for health care transformation /	Larson, Jean Ann,	WX 135 LAR
People skills	Thompson, N	WLM 812 THO
Practical leadership in nursing and health care		WY 200 PRA
Self-leadership and personal resilience in health and social care	Holroyd, J	WX 224.2 HOL
Skills of management and leadership	Rees, W D	WX 224.2 REE
The authentic leader	Thompson, Neil,	WX 224.2 THO

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