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A current awareness update service from NWAS LKS on Human Resource [HR] and Organizational Development [OD] topics. If you know anyone who could benefit from receiving this please forward through your networks or eMail Matt Holland [Matt.Holland@nwas.nhs.uk].

Brexit, Health Care and the NHS

Nuffield Trust. **Briefing November 2017 - How will our future relationship with the EU shape the NHS?**

This briefing looks in depth at five key areas where the deals the UK reaches – or fails to reach – as it leaves the European Union (EU) will impact health and social care in this country. For each one, it looks at the options, alternatives and workarounds that will be possible under different models of Brexit. 1) Medicines and medical devices; 2) Regulation of science, staff and health care; 3) Customs and trade; 4) Health programmes and agencies 5) Reciprocal and cross-border health care. [[Link](#)]

Workforce

Health & Care Professions Council. **People like us? Understanding complaints about paramedics and social workers.**

This study explored the reasons behind the disproportionate number of complaints about paramedics and social workers relative to other HCPC registered professions. The report recommends the application of a more nuanced set of regulatory tools and a greater emphasis on local interventions and partnerships across agencies to reduce the number of inappropriate referrals to the regulator. [[Link](#)]

Health Education England. **Multi-professional framework for advanced clinical practice in England - Report from NHS England.**

This framework builds upon the definition of advanced clinical practice in England. This was developed and agreed by all stakeholders. It is designed to enable a consistent understanding of advanced clinical practice, building on work carried out previously across England, Scotland, Wales and Northern Ireland. [[Link](#)]

Health Foundation. **Rising pressure: the NHS workforce challenge.**

This report analyses the profile and trends of the NHS workforce. It also focuses on two pressure points: the impact of the removal of the NHS bursary on student nurse numbers, and staff retention.

It has found increasing cause for concern. The report highlights that national policy and planning for the NHS workforce in England is not fit for purpose. It shows high staff turnover and workforce instability, and a drop in the number of trainee nurses.

The report outlines the growing gap between the national rhetoric of short-term announcements and policies addressing the NHS workforce, and the reality of no overall strategy and falling staff numbers. [[Link](#)] See also a summary of the report from HEE



RisingPressuretheNH
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enclosed.

NHS Providers. **There for us: a better future for the NHS workforce.**

The report provides a comprehensive overview of where the workforce challenges are greatest, how these have developed, and what needs to be done to address them. It includes findings from a new survey of NHS mental health, community, ambulance and hospital trusts. Chairs and chief executives from more than half (51%) of NHS trusts responded to the survey. [[Link](#)]

Explaining the NHS

King's Fund. **How does the NHS in England work? An alternative guide.**

This animation is a whistle-stop tour of how the NHS works in 2017 and how it is changing. [[Link](#)]

Sustainability and Transformation Plans

House of Commons Library. **Sustainability and transformation plans and partnerships.**

This House of Commons Library briefing covers the context in which STPs have been developed, their funding and accountability arrangements as well as their progress so far. A key role of these partnerships was the creation of local blueprints for delivering the

5YFV, known as sustainability and transformation plans (STPs). This briefing therefore explores how these plans were developed, as well as research and debate surrounding the content and implementation of these plans. [[Link](#)]

Performance Management

CIPD. **Strengths-based performance conversations: an organisational field trial**

CIPD research shows that interventions promoting strengths-based performance conversations can have a measurable impact on what conversations take place between managers and their staff, and on the usefulness of one-to-one meetings for employees' learning and development and performance. Specifically, the CIPD Research shows that a one-off half-day training workshop for line managers has an impact on employee performance; and an impact on employee learning and development seems to require a more extensive, holistic intervention that includes further training, communication and practical guidance and a change in policy on performance management. [[Link](#)]

Mental Health at Work

Department for Work and Pensions / Department of Health **Thriving at Work: a review of mental health and employers**

This review quantifies how investing in supporting mental health at work is good for business and productivity. The most important recommendation is that all employers, regardless of size or industry, should adopt 6 'mental health core standards' that lay basic foundations for an approach to workplace mental health. It also details how large employers and the public sector can develop these standards further through a set of 'mental health enhanced standards'. The

review also makes a series of recommendations to government and other bodies. [[Link](#)]

Organisational Change

House of Commons Library. **Reconfiguration of NHS services (England)**

This briefing on reconfiguration of NHS services includes recent policy developments, information on consultation and scrutiny powers and drivers of major service changes. [[Link](#)]

Quality Improvement

King's Fund. **Embedding a culture of quality improvement**

This report is based on a roundtable event and interviews with key stakeholders and NHS provider chief executives who have already engaged with quality improvement as a routine way of working. It identifies practical lessons and focuses on how to create the right conditions for quality improvement to emerge and flourish. The chief executives interviewed included those whose trusts were involved with NHS Improvement and the Virginia Mason Institute Partnership. [[Link](#)]

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