Education and Workforce Development Update: January 2019, Issue 1

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Freely available online

Qualitative study exploring the phenomenon of multiple electronic prescribing systems within single hospital organisations.
Ahmed Z. *BMC Health Services Research* 2018;18(1):969.
A previous census of electronic prescribing (EP) systems in England showed that more than half of hospitals with EP reported more than one EP system within the same hospital. Our objectives were to describe the rationale for having multiple EP systems within a single hospital, and to explore perceptions of stakeholders about the advantages and disadvantages of multiple systems including any impact on patient safety.
Freely available online

Reports

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https://www.parliament.uk/business/committees/committees-a-z/commons-select/education-committee/news-parliament-2017/nursing-degree-apprenticeships-report-published-17-19/
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[Skills advisory panels.](#)
NHS Confederation; 2018.
https://www.nhsconfed.org/resources/2018/12/skills-advisory-panels-briefing
This briefing aims to provide an update on the skills advisory panels, which will play an important role in identifying, prioritising and addressing local skills gaps. Panels will be operational across England by October 2019 and will work with the full range of local partners to help colleges, universities and other providers deliver the skills required by employers, both now and in the future.
Freely available online

[Under pressure: the impact of the changing environment on local government complaints.](#)
Local Government and Social Care Ombudsman; 2018.
https://www.lgo.org.uk/information-centre/news/2018/dec/councils-mustn-t-throw-out-the-rule-book-in-the-face-of-pressure-says-ombudsman
This report challenges local authorities not to "throw out the rule book" when redesigning services in the face of budget and resource pressures. It is based on nearly 40 case studies in which the Ombudsman has identified systemic problems stemming from councils changing the way they provided services.
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https://www.gov.uk/government/publications/chief-medical-officer-annual-report-2018-better-health-within-reach
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http://www.ihi.org/resources/Pages/IHIWhitePapers/Framework-Effective-Board-Governance-Health-System-Quality.aspx
The IHI Lucian Leape Institute's research scan on board governance of health system quality, evaluation of governance education in quality, and expert interviews made it clear that board members, and those who support them, desire a clear and consistent framework to guide governance of all dimensions of quality beyond safety, including identification of the core processes and necessary activities for effective governance of quality.
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Staff engagement and its relationship to patient outcomes: common themes.
NHS Employers; 2018.
https://www.nhsemployers.org/case-studies-and-resources/2018/11/staff-engagement-links-

to-patient-experience-common-themes
This document, written by the Institute for Employment Studies (IES), pulls together common themes found in four case studies focusing on staff engagement actions at high performing trusts in the north east of England.
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Organisational development

Guidelines

Improving staff retention: Key conversations to have with your staff.
NHS Employers;2018.
https://www.nhsemployers.org/case-studies-and-resources/2018/12/key-conversations-to-have-with-your-staff
Aimed at employers, the guide explores when and how to have these conversations and includes practical tips and examples from a number of NHS organisations.
Freely available online

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Improving staff retention: Flexible working.
NHS Employers; 2018.
https://www.nhsemployers.org/case-studies-and-resources/2018/12/flexible-working
Offering flexible working opportunities can help employers attract and retain staff. Our new guide explores how to build a business case for flexible working and includes best practice, practical tips and resources to help you implement flexible working successfully. In addition, we have highlighted a number of case studies that illustrate the range of flexible working arrangements already in place across the NHS.
Freely available online

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Quality Improvement for Managers and Senior Executives

Articles

Developing a hospital-wide quality and safety dashboard: a qualitative research study.
Weggelaar-Jansen AMJWM. *BMJ Quality & Safety* 2018;27(12):1000-1007.
Conclusion: The literature on dashboards addresses the technical and content aspects of dashboards, but overlooks the organisational development process. This study shows how technical and organisational aspects are relevant in development processes.
Available with an NHS OpenAthens password

Effects of a multifaceted medication reconciliation quality improvement intervention on patient safety: final results of the MARQUIS study
Schnipper JL. *BMJ Quality & Safety* 2018;27(12):954-964.
Conclusions: Mentored implementation of a multifaceted medication reconciliation quality improvement (QI) initiative was associated with a reduction in total, but not potentially harmful, medication discrepancies. The effect of electronic health record (EHR) implementation on medication discrepancies warrants further study.
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Freely available online

Investigating the association of alerts from a national mortality surveillance system with subsequent hospital mortality in England: an interrupted time series analysis
Cecil E. *BMJ Quality & Safety* 2018;27(12):965-973.
Conclusions: Our results suggest an association between an alert notification and a reduction in the risk of mortality, although with less lag time than expected. It is difficult to determine any causal association. A proportion of alerts may be triggered by random variation alone and subsequent falls could simply reflect regression to the mean...
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Medication reconciliation: ineffective or hard to implement? Editorial
Cecil E. *BMJ Quality & Safety* 2018;27(12):965-973.
...The challenges of implementing medication reconciliation in the MARQUIS study resonate with other published implementation reports.7–9 Despite these challenges, there were some encouraging signals. Of the four sites that implemented interventions, three observed reductions in potentially harmful discrepancies, consistent with many prior studies of medication reconciliation...
Available with an NHS OpenAthens password

Mortality alerts, actions taken and declining mortality: true effect or regression to the

[**mean? Editorial**](#)
Marang-van de Mheen PJ. *BMJ Quality & Safety* 2018;27(12):950-953.
...After the Bristol inquiry in 2001 in the UK, research showed that given the available data Bristol could have been detected as an outlier and that it was not simply a matter of the low volume of cases.2 3 Had the cumulative excess mortality been monitored using these routinely collected data, then an alarm could have given for Bristol after the publication of the 1991 Cardiac Surgical Register and could have saved children's lives...
Available with an NHS OpenAthens password

[**National hospital mortality surveillance system: a descriptive analysis.**](#)
Cecil E. *BMJ Quality & Safety* 2018;27(12):965 - 973.
Conclusion: The mortality surveillance system has generated a large number of alerts since 2007. Quality of care problems were found in 69% of alerts with CQC investigations, and one in four trusts reported that failings in care may have an impact on patient outcomes. Identifying whether mortality alerts are the most efficient means to highlight areas of substandard care will require further investigation.
Available with an NHS OpenAthens password

[**The impact of health literacy on shared decision making before elective surgery: a propensity matched case control analysis**](#).
De Oliveira GS. *BMC Health Services Research* 2018;18(1):958.
Poor health literacy is associated with greater decision conflict in patients undergoing elective surgical procedures. Strategies should be implemented to minimize decision conflict in poor health literacy patients undergoing elective surgical procedures.
Freely available online

[**Transforming concepts in patient safety: a progress report. Narrative Review**](#)
Gandhi TK. *BMJ Quality & Safety* 2018;27(12):1019-1026.
Conclusion: The five transforming concepts were meant to highlight important gaps in safety and to serve as new directions to accelerate progress in patient safety. These concepts are overlapping and synergistic, with common themes including the need for leaders who can build a safety culture to create the right environment to advance these concepts, for clear and meaningful measurement, and for research to advance understanding and improvement capability in these areas.
Available with an NHS OpenAthens password

[**Transitional care interventions reduce unplanned hospital readmissions in high-risk older adults.**](#)
Finlayson K. *BMC Health Services Research* 2018;18(1):956.
This study aims to evaluate the comparative effectiveness of transitional care interventions on unplanned hospital readmissions within 28 days, 12 weeks and 24 weeks following hospital discharge. Multifaceted transitional care interventions across hospital and community settings are beneficial, with lower hospital readmission rates observed in those receiving more transitional intervention components, although only in first 12 weeks.
Freely available online

Reports

Blueprint for Complex Care.
Institute for Healthcare Improvement; 2018.
http://www.ihi.org/resources/Pages/Publications/Blueprint-for-Complex-Care.aspx
Across the US, pioneering health care organizations are testing promising new models of care for individuals with complex medical, behavioral, and social needs. Many of these activities occur in isolation, however, with little opportunity for innovators to learn from each other and advance best practices collectively. The Blueprint provides a strategic plan to support these innovations and accelerate opportunities to improve care for individuals with complex health and social needs.
Freely available online

Chief Medical Officer annual report 2018: better health within reach
Department of Health and Social Care; 2018.
https://www.gov.uk/government/publications/chief-medical-officer-annual-report-2018-better-health-within-reach
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Freely available online

Developing a patient safety strategy for the NHS.
NHS Improvement; 2018.
https://engage.improvement.nhs.uk/policy-strategy-and-delivery-management/patient-safety-strategy/
This consultation outlines NHS-wide proposals to ensure improved patient safety. The proposals include a commitment for some of the most important types of avoidable harm to patients to be halved over the next five years in areas such as medication errors and never events, alongside developing a 'just culture' for the NHS where frontline staff are supported to speak up when errors occur. The consultation is open for responses until 15 February 2019.
Freely available online

Emergency readmissions: What's changed one year on?
Healthwatch; 2018.
https://www.healthwatch.co.uk/report/2018-11-14/emergency-readmissions-whats-changed-one-year
New research indicates spike in emergency readmissions to hospital over the last year. Our report calls on NHS to fix the data gaps to help understand why.
Freely available online

Framework for Effective Board Governance of Health System Quality.
Institute for Healthcare Improvement; 2018.
http://www.ihi.org/resources/Pages/IHIWhitePapers/Framework-Effective-Board-Governance-Health-System-Quality.aspx
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governance of all dimensions of quality beyond safety, including identification of the core processes and necessary activities for effective governance of quality.
Freely available online

NICE recommendations: charging and appeal panels
Department of Health and Social Care; 2018.
https://www.gov.uk/government/consultations/nice-recommendations-charging-and-appeal-panels
The Government consulted on proposed changes to legislation to allow the National Institute for Health and Care Excellence (NICE) to charge companies for making technology appraisal and highly specialised technology recommendations relating to their products. They also consulted on changes to the regulations to allow NICE to recruit appeal panel members from the healthcare system in the UK. The consultation response has been published.
Freely available online

Opening the door to change: NHS safety culture and the need for transformation.
Care Quality Commission (CQC); 2018.
https://www.cqc.org.uk/publications/themed-work/opening-door-change
The report found that too many people are being injured or suffering unnecessary harm because NHS staff are not supported by sufficient training, and because the complexity of the current patient safety system makes it difficult for staff to ensure that safety is an integral part of everything they do.
Freely available online

Snowed under? Understanding the effects of winter on the NHS.
Nuffield Trust; 2018.
https://www.nuffieldtrust.org.uk/resource/snowed-under-understanding-the-effects-of-winter-on-the-nhs
The decline in performance over winter is a long-term trend, and the same pressures exist in the system this year as in previous years. There has been no real let-up in underlying workforce challenges, and demographic trends have continued. Services are supporting a higher proportion of older, frailer patients with long-term conditions, and improved survival of patients from earlier emergency admissions is estimated to account for around a third of the increases in emergency admissions.
Freely available online

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NHS Employers; 2018.
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Ways of integrating care that better coordinate services may benefit patients.
NIHR Dissemination Centre; 2018.
https://discover.dc.nihr.ac.uk/content/signal-000693/integrating-care-to-coordinate-services-better-may-benefit-patients
NIHR Signal. This NIHR-funded review looked at the international literature to understand

how new care models may affect patients, providers and systems. New integrated care models can increase patient satisfaction, perceived quality of care and improve access to services. It is less clear whether there may be effects on hospital admissions, appointments or healthcare costs. Strong leadership and patient engagement are among factors influencing successful implementation.
Freely available online

Winter is coming: Confidence in the NHS's ability to deliver safe care this winter.
NHS Confederation; 2018.
https://www.nhsconfed.org/resources/2018/12/winter-is-coming
NHS Confederation sent out a short survey to Accident and Emergency Board chairs, drawn largely from acute trusts and CCGs, as well as Ambulance Trust chief executives between November and December. Respondents were asked how confident they were in their local NHS's ability to deliver safe care this winter. In total, more than a third (35%) of all respondents were either not very confident (29.6%) or not at all confident (5%) in the ability of their local NHS to deliver safe care this winter.
Freely available online

Websites and E-Learning

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https://www.e-lfh.org.uk/programmes/learning-from-deaths
The national "Learning from Deaths" framework has led to a requirement for training in mortality governance, handling investigations, and embedding safety culture. This e-learning programme, developed by Health Education England, helps organisations enable a change in culture whereby all learning opportunities are taken. It covers: culture and learning from deaths; engaging with families and carers; case record investigations; Trust Boards and the role of Non-Executive Directors.
Freely available online

Allied Health Education

Articles

Advancing practice in dietitians' communication and nutrition counselling skills: a workplace education program.
Notaras S. *Journal of Human Nutrition and Dietetics* 2018;31(6):725-733.
To our knowledge, this is the first dietitian-specific workplace education program of its type to address essential skills for better communication with patients. Ongoing workplace support, such as peer observation, is recommended to assist with skill development and sustainability
Available within the Royal Free Hospital Library using an Explore Access Point or by emailing cees@ucl.ac.uk.

The digital society: Occupational therapists need to act proactively to meet the growing demands of digital competence.
Larsson-Lund M. *British Journal of Occupational Therapy* 2018;81(12):733-735.
This opinion piece discusses the importance of how occupational therapy practice, research and education responds to and acts proactively in relation to the growing requirement for

digital competence placed on citizens.
Freely available online

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Healthcare Science Education

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Nursing and Midwifery Education

Articles

Developing and sustaining a Community of Practice through Twitter for work-based learning.
Attenborough J. *Evidence-Based Nursing* 2018;21(4):89-90.
This series of Twitter chats has allowed us to build a community of practice, including academics, healthcare professionals and students, as an alternative to face-to-face interactions, which can be difficult to organise due to time and workload constraints. The chats have provided excellent suggestions and ideas for further exploration in future chats in order to continue to promote WBL.
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Skills and simulation in nursing: a great opportunity or huge challenge?
Francis G. *Evidence-Based Nursing* 2018;21(4):87-88.

As service delivery modernises and placement capacity changes, it will be necessary to explore various configurations of simulation and practice learning. Educators and clinicians must work together to provide a range of opportunities for pre-registration students to gradually develop their confidence and competence in demonstrating extended knowledge, more advanced clinical skills and consistent professional attitude.
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https://www.parliament.uk/business/committees/committees-a-z/commons-select/education-committee/news-parliament-2017/nursing-degree-apprenticeships-report-published-17-19/
This report warns that the uptake of nursing degree apprenticeships has been slow with no more than 30 starters beginning training through the scheme last year. It argues that there is no evidence of how the Department for Education intends to meet the target of 400 nursing associates progressing to degree apprenticeships from 2019.
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Medical Education

Articles

[Focused educational intervention improves but may not sustain knowledge regarding falls management.](#)
Kempegowda P. *BMJ Open Quality* 2018;7(3):doi.org/10.1136/bmjoq-2017-000222.
 Junior doctors are usually the first point of contact for managing patients who fall in hospital so they need to understand the preventative measures and postfalls management. An educational intervention was conducted with FY1 doctors however although there was an improvement in the knowledge at 6 weeks' postintervention, this returned to almost baseline at 16 weeks. The improvement in knowledge did not translate to clinical practice of falls management during this period.
Freely available online

Reports

[Gagne's Nine Levels of Learning: Training Your Team Effectively.](https://www.mindtools.com/pages/article/gagne.htm)
Mind Tools; 2018.
https://www.mindtools.com/pages/article/gagne.htm
Gagne's Nine Levels of Learning provide a step-by-step approach that can help managers, trainers, and facilitators structure their training so that their students or teams get the most from their learning opportunities.
Freely available online

[Gwyddor Gofal Iechyd yn GIG Cymru - Edrych tuag at y dyfodol / Healthcare science in NHS Wales - Looking forward.](https://gov.wales/topics/health/publications/health/reports/healthcare-science/?skip=1&lang=cy)
Llywodraeth Cymru / Welsh Government; 2018.
https://gov.wales/topics/health/publications/health/reports/healthcare-science/?skip=1&lang=cy
Fframwaith cenedlaethol cynhwysfawr i gefnogi datblygiad gwyddor gofal Iechyd a radiograffeg yn GIG Cymru. / A comprehensive national framework to support the development of healthcare science and radiography in NHS Wales.
Freely available online

[**Kirkpatrick's Four-Level Training Evaluation Model: Analyzing Learning Effectiveness.**](https://www.mindtools.com/pages/article/kirkpatrick.htm)
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Any time you deliver training to your team, you need to know how effective it's been. Are your people putting their learning into practice? And, is it positively impacting their role and the wider organization? Kirkpatrick's Four-Level Training Evaluation Model can help you to answer questions like these.
Freely available online

[**Planning a Training Session: Organizing Key Concepts for Learning.**](https://www.mindtools.com/pages/article/planning-training-session.htm)
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In this article, we'll look at how to plan a training session effectively.
Freely available online

[**The state of medical education and practice in the UK.**](https://www.gmc-uk.org/about/what-we-do-and-why/data-and-research/the-state-of-medical-education-and-practice-in-the-uk)
General Medical Council (GMC); 2018.
https://www.gmc-uk.org/about/what-we-do-and-why/data-and-research/the-state-of-medical-education-and-practice-in-the-uk
This report paints a stark picture of unabated pressure on health services. The report also shines a light on steps some doctors are feeling the need to take to cope with patient numbers, some of which may be piling more pressure on other parts of the system. The research indicates many doctors are considering career changes to step away from the heavy workload placed upon doctors in primary and secondary care.
Freely available online

[**Training environments 2018: key findings from the national training surveys.**](https://www.gmc-uk.org/news/news-archive/workplace-warning-signs-must-be-heeded-to-protect-training)
General Medical Council (GMC); 2018.
https://www.gmc-uk.org/news/news-archive/workplace-warning-signs-must-be-heeded-to-protect-training
This document is a full review of the General Medical Council's latest annual national training survey, which collates the views and experiences of more than 70,000 doctors in training and senior doctors who act as trainers. It found that while trainers and training organisations continue to provide high quality medical education, trainees rated their experience as worse when they had poor handovers, inadequate inductions and gaps in rotas.
Freely available online

Websites and E-Learning

[**Foundation e-learning programme: Professional Capability: 18 - Patient Safety**](https://www.e-lfh.org.uk/programmes/foundation-programme)
https://www.e-lfh.org.uk/programmes/foundation-programme
The Foundation e-learning programme has been developed by the Academy of Medical Royal Colleges in partnership with HEE e-LfH and is approved by UKFPO. This module is about safe practice and what to do when things go wrong.
Freely available online

[**Foundation e-learning programme: Professional Capability: 20 - Contributes to quality improvement**](https://www.e-lfh.org.uk/programmes/foundation-programme)

https://www.e-lfh.org.uk/programmes/foundation-programme

The Foundation e-learning programme has been developed by the Academy of Medical Royal Colleges in partnership with HEE e-LfH and is approved by UKFPO. This module is about audit and evidence based practice. It outlines the study designs used in medical practice. You are provided with a guide to developing a structured research strategy which will help you find journal articles relevant to your clinical questions.
Freely available online

General Practice 2012 Curriculum (e-GP) e-learning programme
https://www.e-lfh.org.uk/programmes/general-practitioners

HEE e-LfH has been working with subject matter experts to undertake a review of 48 sessions within this e-learning programme. To date 29 sessions have now been successfully reviewed and updated with 19 sessions remaining to assess. This review includes e-learning modules covering the Royal College of General Practitioners (RCGP) curriculum such as Genetics in Primary Care, Care of People with Intellectual Disability, End of Life Care and others
Freely available online

Learning from Deaths e-learning programme
https://www.e-lfh.org.uk/programmes/learning-from-deaths

The national "Learning from Deaths" framework has led to a requirement for training in mortality governance, handling investigations, and embedding safety culture. This e-learning programme, developed by Health Education England, helps organisations enable a change in culture whereby all learning opportunities are taken. It covers: culture and learning from deaths; engaging with families and carers; case record investigations; Trust Boards and the role of Non-Executive Directors.
Freely available online

SCRIPT e-learning
http://www.safeprescriber.org/

Developed by Health Education England and University of Birmingham, SCRIPT (Standardised Computerised Revalidation Instrument for Prescribing and Therapeutics) is an e-learning programme to improve prescribing competency for Foundation doctors.
Freely available online

Supporting Career Conversations for Educators e-learning
https://www.e-lfh.org.uk/programmes/educator-hub

Health Education England has added new content to the Educators Training Resource programme to help educators in their role of supporting the careers of their junior colleagues. The Supporting Career Conversations for Educators content can be found within the course: 06 – Guiding Personal and Professional Development. The course offers techniques, approaches and insights to equip colleagues to support learners to help them move their careers forward in a satisfying direction.
Freely available online

Pharmacy Education

Articles

[Qualitative study exploring the phenomenon of multiple electronic prescribing systems within single hospital organisations.](#)
Ahmed Z. *BMC Health Services Research* 2018;18(1):969.
A previous census of electronic prescribing (EP) systems in England showed that more than half of hospitals with EP reported more than one EP system within the same hospital. Our objectives were to describe the rationale for having multiple EP systems within a single hospital, and to explore perceptions of stakeholders about the advantages and disadvantages of multiple systems including any impact on patient safety.
Freely available online

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Websites and E-Learning

[Career Planning e-learning for Pre-Registration and Foundation Pharmacists](#)
https://www.e-lfh.org.uk/programmes/career-planning-for-healthcare-professionals

Health Education England e-Learning for Healthcare (HEE e-LfH) has developed an e-learning course to help pre-registration and foundation pharmacists, in the early stages of their careers, make informed career choices and effective applications for future career steps.
Freely available online

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