April 2018
Leadership and Management
Articles

The following journal articles are available from the Library and Knowledge Service electronically or in print. Please follow links to access full text online, contact me to order copies, or call into your nearest library.

An evaluation of an employment pilot to support forensic mental health service users into work and vocational activities.
[This study by authors from South London and Maudsley Trust and King’s College London reports on the development and piloting of an intervention to support forensic service users into employment and vocational activities. This exploratory project achieved some success in assisting forensic service users into paid employment. Further research to identify what works well for this important group will be of great value.]
Contact the library for a copy of this article

Embracing uncertainty, managing complexity: applying complexity thinking principles to transformation efforts in healthcare systems.
[Complexity thinking is increasingly being embraced in healthcare, which is often described as a complex adaptive system (CAS). Applying CAS to healthcare as an explanatory model for understanding the nature of the system, and to stimulate changes and transformations within the system, is valuable.]

Health workforce cultural competency interventions: a systematic scoping review.
[Addressing health workforce cultural competence is a common approach to improving health service quality for culturally and ethnically diverse groups. Research evidence in
this area is primarily focused on cultural competency training and its effects on practitioners' knowledge, attitudes, skills and behaviour. While improvements in measures of healthcare practitioner cultural competency and other healthcare outcomes have been reported, there are concerns around evidence strength and quality.

**Organisational culture: why is it important?**
Scammell J. *British Journal of Nursing* 2018;27(5):263-263. [The author comments on the importance of organizational culture in the healthcare industry and its effects on student experiences and the quality of care provision. She discusses six aspects of organizational culture including daily routine, organizational structures, and power structures. Particular attention is given to how culture can influence the behavior of an organization's members as well as the work environment.]

*Available with an NHS OpenAthens password for eligible users*

**Self-rostering can improve work–life balance and staff retention in the NHS.**
Barrett R. *British Journal of Nursing* 2018;27(5):264-265. [The authors present their thoughts on how health organizations can benefit from e-rostering (ESR), an electronic roster system designed to help nurse managers produce more effective rosters incorporating working requests of staff and meeting organizational needs. Particular attention is given to self-rostering that provides better work-life balance for staff members while letting nurse managers maintain control of scheduling.]

*Available with an NHS OpenAthens password for eligible users*

**The impact of nurse managers’ leadership styles on ward staff.**
Saleh U. *British Journal of Nursing* 2018;27(4):197-203. [Leadership style is related to job satisfaction, staff retention,
costs, and quality of care. The leadership styles of managers can be crucial in the healthcare setting, but very few studies have focused on them. This study employed qualitative methodology, involving 35 nurses working in different specialties of a medical city in Saudi Arabia. Data collection consisted of completing demographic and professional information and a semi-structured interview using open-ended questions.

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Books

New book(s) from the Library and Knowledge Service. Call into your nearest library or contact me for more information.

Appreciative inquiry for change management: using AI to facilitate organizational development.
Lewis S. 2nd ed.. Kogan Page. 2016. Library Shelf Location: WX 224.5 LEW.
[Appreciative Inquiry (AI) is a widely recognised process for engaging people in organisational development and change management. Appreciative Inquiry for Change Management explains the skills, perspectives and approaches needed for successful AI, and demonstrates how a practical conversational approach can be applied to organisational challenges in times of change. ]

Handbook of mindfulness : theory, research, and practice.
Brown KW. Guilford Press. 2015. Library Shelf Location: WM 507 HAN.
[Leading scholars explore mindfulness in the context of contemporary psychological theories as well as with the contemplative traditions. After surveying basic research from neurobiological, cognitive, emotional/affective, and interpersonal perspectives, the book examines interventions]
for behavioural and emotion dysregulation disorders, depression, anxiety, and addictions, and for physical health conditions.

Available with appropriate registration or membership

**Guidelines**

*The following new guidance has recently been published:*

**Planning, assuring and delivering service change for patients.**
https://www.england.nhs.uk/publication/planning-assuring-and-delivering-service-change-for-patients/[This guidance is designed to be used by those considering, and involved in, substantial service change to navigate a clear path from inception to implementation. It will support commissioners and providers to consider how to take forward their proposals, including effective public involvement, enabling them to reach robust decisions on change in the best interests of their patients.]*

Freely available online

**Rapid access to treatment and rehabilitation for NHS staff.**
NHS Employers; 2018.
http://www.nhsemployers.org/case-studies-and-resources/2018/03/rapid-access-to-treatment-and-rehabilitation-for-nhs-staff/[Rapid access, often referred to as fast tracking, is a system which secures rehabilitation and occupational health treatment for NHS staff. This enables staff to remain in the workplace or enable a return to work which is, fast, practical, and reasonable. Our new and improved guidance provides advice and good practice examples for HR and occupational health professionals to design and manage rapid access services for]
staff in their organisation.]
Freely available online

Reports

The following report(s) may be of interest:

**NHS workforce race equality: a case for diverse boards.**
[This report highlights the importance of inclusive boards in the NHS and provides guidance on working towards creating inclusive cultures.]
Freely available online