Improvement Science Alert

Every month the Knowledge and Intelligence team at NHS IQ scour over 250 sources of intelligence to sign-post to new and emerging evidence on the topics of improvement science, leadership and large scale transformational change.

Inspired by the alerts of NHS Institute and NHS Diabetes and Kidney Care, the Improvement Science Alert (ISA) aims to bring to light key reports, research papers, articles, tools and opinion pieces in a succinct bibliographic style.

The ISA contains a number of different types of intelligence, including opinion pieces, journal articles, magazine articles and reports. To ensure you are able to access the right information at the right time, please refer to the key below, which highlights the level of access you need to view the full text of the resource.

- **Star** signifies a resource is entirely open access for any online user
- **Key** signifies access to OpenAthens resources from NICE (note the majority of health and social care staff can register free for an account - see if you are eligible [here](#))
- **Pound sign** signifies a restriction requiring payment in order to access a resource, e.g. books

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- Through [subscription](#) to the monthly NHS IQ External Newsletter
- Via NHS IQ’s website where the current and archived editions are stored [here](#)

To keep up to date with this area of work from NHS IQ, you can track activity on Twitter using #IQISA.

To request further information, contact [knowledgemanagement@nhsiq.nhs.uk](mailto:knowledgemanagement@nhsiq.nhs.uk).
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Leadership

Strategy, vision and commitment

- A new vision and leadership challenge: implementing the Affordable Care Act to improve the organization and delivery of health care services
  Bittle, M. (2014)
  Journal of Public Health Management & Practice
  Journal article

- A (blurry) vision of the future: how leader rhetoric about ultimate goals influences performance
  Academy of Management Journal
  Journal article

- Dynamic decision making: a model of senior leaders managing strategic paradoxes
  Academy of Management Journal
  Journal article

Capability and development

- Surgical leadership: a guide to best practice
  Royal College of Surgeons of England (2014)
  NICE
  Best practice guidance

- Leadership vacancies in the NHS: what can be done about them?
  Janjua, A. (2014)
  King’s Fund
  Journal article

- New graduate nurse transition programs and clinical leadership skills in novice RNs
  Journal of Nursing Administration
  Journal article

- The power of asking pivotal questions
  MIT Sloan Business Management Review
  Magazine article

- Examining the unique mediators that underlie the effects of different dimensions of transformational leadership
  Journal of Leadership & Organizational Studies
  Journal article
Engagement

The influence of administrative leadership: an interview with Dr Karen S. Hill
Adams, J. (2014)
Journal of Nursing Administration
Interview

Understanding individual differences in employee empowerment
Backhaus, K. (2014)
Organization Management Journal
Journal article

Environmental factors associated with physician’s engagement in communication activities
Mazureenko, O. & Heard, L. (2014)
Health Care Management Review
Journal article

Collaborative leadership

Collaborating with front-line healthcare professionals: the clinical and cost effectiveness of a theory based approach to the implementation of a national guideline
BMC Health Services Research
Journal article

Achieving a climate for patient safety by focusing on relationships
International Journal for Quality in Health Care
Journal article

Systematic biases in group decision-making: implications for patient safety
Mannion, R. & Thompson, C. (2014)
International Journal for Quality in Health and Care
Journal article

Stakeholders’ contributions to tailored implementation programs: an observational study of group interview methods
Huntink, E. et al (2014)
Implementation Science
Journal article

Exploring professionals’ motivation to lead: a cross-level study in the healthcare sector
The International Journal of Human Resource Management
Journal article
Where is the evidence? A systematic review of shared decision making and patient outcomes
Medical Decision Making
Journal article

Management

The five faces your managers see during performance reviews
Halogen Software
White paper

Treat NHS managers with respect during the election campaign
McLellan, A. (2014)
Health Service Journal
Opinion piece

Megatrends: are UK organisations getting better at managing their people?
CIPD (2014)
CIPD
Report

The year in management, told in 20 charts
Gavett, G. (2014)
Harvard Business Review
Magazine article

Why do managers act fairly in the first place? A daily investigation of “hot” and “cold” motives and discretion
Scott, B. et al (2014)
Academy of Management Journal
Journal article

The role of line managers in employee career management: an attachment theory perspective
Crawshaw, J. & Game, A. (2014)
The International Journal of Human Resources
Journal article
Large scale transformational change

**Culture, implementation and sustainability**

- **A mixed-methods evaluation of transformational change in NHS North East**
  Hunter, D. *et al* (2014)
  Health Services and Delivery Research
  *Journal article*

- **Building the foundation for health system transformation: Oregon's patient-centered primary care home program**
  Rissi, J. *et al* (2014)
  Public Health Management and Practice
  *Journal article*

- **Health system change: supporting 10-state learning collaborative for rapid-cycle change**
  Moffatt, S. *et al* (2014)
  Public Health Management and Practice
  *Journal article*

- **Leadership, safety climate, and continuous quality improvement: impact on process quality and patient safety**
  McFadden, K. *et al* (2014)
  Health Care Management Review
  *Journal article*

**Learning, networks and knowledge**

- **A systematic review of instruments to assess organizational readiness for knowledge translation in health care**
  Gagnon, M. *et al* (2014)
  PLOS One
  *Report*

- **How to prevent experts from hoarding knowledge**
  Harvard Business Review
  *Magazine article*

- **The evolution of knowledge exchanges enabling successful practice change in two intensive care units**
  Rangachari, P. *et al* (2014)
  Health Care Management Review
  *Journal article*

- **Learning through collaboration and competition: incorporating problem-based learning and competition-based learning in a capstone course**
  Organization Management Journal
  *Journal article*
Participative work design in Lean Production: a strategy for dissolving the paradox between standardized work and team proactivity by stimulating team learning?
Journal of Workplace Learning
Journal article

Balancing diversity in innovation networks: trading zones in university-industry R&D collaboration
European Journal of Innovation Management
Journal article

Learning and knowledge: a dream or nightmare for employees
The Learning Organization
Journal article

Innovation and technology

Haelo Hosts ‘14
Various (2014)
Haelo
Presentations

A competitive landscape for providing services is an opportunity for evidence-building, but who will benefit?
RAND Blog
Opinion piece

Practicing evidence based medicine at the bedside: a randomized controlled pilot study in undergraduate medical students assessing the practicality of tablets, smartphones, and computers in clinical life
BMC Medical Informatics & Decision Making
Journal article

Communicating cancer treatment information using the web: utilizing the patient’s perspective in website development
BMC Medical Informatics & Decision Making
Journal article

Building an informatics-savvy health department II: operations and tactics
Public Health Management and Practice
Journal article

The differentiated impacts of organizational innovation practices on technological innovation persistence
European Journal of Innovation Management
Journal article
User participation and stakeholder involvement in health care innovation – does it matter?
European Journal of Innovation Management
Journal article

Using innovative methodologies from technology and manufacturing companies to reduce heart failure readmissions
American Journal of Medical Quality
Journal article

Contributions in research in the field of innovation management: analysis of critical success factors, benefits and risks
Kumar, S. et al (2014)
International Journal of Quality and Innovation
Journal article
Improvement science

Implementation

An illustrated look at quality improvement in health care
Evans, M. (2014)
Institute for Healthcare Improvement
Animation

Q&A: Triple Aim drives IHI quality guru
Healthcare IT News
Interview

Patients and carers initiating quality improvement: the Dementia Buddy Scheme
Dearson, C. (2014)
BMJ Quality Blog
Opinion piece

Identification of promising strategies to sustain improvements in hospital practice: a qualitative case study
BMC Health Services Research
Journal article

Supporting colleagues to improve care: educating for quality improvement
ADC Education & Practice
Journal article

Developing, implementing, and evaluating a professional practice model
Journal of Nursing Administration
Journal article

A continuous quality improvement initiative for electronic prescribing in ambulatory care
American Journal of Medical Quality
Journal article

Implementing a nationwide quality improvement approach in health services: The Moroccan “Quality Contest” experience
Leadership in Health Services
Journal article

The medical motorway: improving the quality of care in the context of an ageing population
Suchak, S. (2014)
Leadership in Health Service
Journal article
Improving the ambulatory patient experience within an academic department of medicine
Neeman, N. & Sehgal, N. (2014)
American Journal of Medical Quality
Journal article

Investigation of kaizen blitz and sustainable performance for Malaysian healthcare industry
International Journal of Quality and Innovation
Journal article

Measurement, metrics and analytics

Getting more performance from performance measurement
New England Journal of Medicine
Opinion piece

Reimagining quality measurement
New England Journal of Medicine
Opinion piece

The use of data from national and other large-scale user experience surveys in local quality work: a systematic review
International Journal for Quality in Health Care
Journal article

Website ratings of physicians and their quality of care
Gray, B. et al (2014)
JAMA
Letter

Research, intelligence, evidence and evaluation

A usability study of two formats of a shortened systematic review for clinicians
BMJ Open
Journal article

Promoting evidence-based practice through a research training program for point-of-care clinicians
Journal of Nursing Administration
Journal article
Current practice of public involvement activities in biomedical research and innovation: a systematic qualitative review
PLOS One
Report

From plans to actions in patient and public involvement: qualitative study of documented plans and the accounts of researchers and patients sampled from a cohort of clinical trials
BMJ Open
Journal article

Improving the collection of knowledge, attitude and practice data with community surveys: a comparison of two second-stage sampling methods
Davis, R. & Valadez, J. (2014)
Health Policy and Planning
Journal article

Barriers, facilitators and views about next steps to implementing supports for evidence-informed decision-making in health systems: a qualitative study
Implementation Science
Journal article

Measuring impact: how Australia and the UK are tackling research assessment
Manville, C. (2014)
The RAND Blog
Opinion piece

Random sample community-based health surveys: does the effort to reach participants matter?
BMJ Open
Journal article

Ethical use of social media to facilitate qualitative research
Lunney, B. et al (2014)
Qualitative Health Research
Journal article

Lessons learned using web conference technology for online focus group interviews
Tuttas, C. (2014)
Qualitative Health Research
Journal article

Nursing administration research: an evolving science
Murphy, L. et al (2014)
Journal of Nursing Administration
Journal article