Improvement Science Alert

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

Inspired by the alerts of the NHS Institute for Innovation and Improvement and NHS Diabetes and Kidney Care, the Improvement Science Alert (ISA) aims to highlight 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. The key below indicates the level of access you need to view the full text of the resource.

- Signifies a resource is entirely open access for any online user
- 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)
- Signifies a restriction requiring payment in order to access a resource, e.g. books (please note, Harvard Business Review offers readers five free articles per month)

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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.
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Strategy, vision and commitment

Good clinical leadership is a must-have for improving care
OnMedica
Opinion piece

5 strategy questions every leader should make time for
Harvard Business Review
Magazine article

Games can make you a better strategist
Reeves, M. & Wittenberg, G (2015)
Harvard Business Review
Magazine article

Boundary spanning leadership practices for population health
Journal of Nursing Administration
Journal article

Capability and development

Leadership development: a place for storytelling and Greek mythology?
Management Learning
Journal article

A model of within person variation in leadership: emotion regulation and scripts as predictors of situationally appropriate leadership
The Leadership Quarterly
Journal article

Leading a digital transformation? Learn to code
Harvard Business Review
Magazine article

To become a leader, think beyond your role
Harvard Business Review
Magazine article

Making time for learning-oriented leadership in multidisciplinary hospital management groups
Healthcare Management Review
Journal article
Engagement

**Leadership and communication: what are the imperatives?**
Journal of Nursing Management
*Editorial*

**Coproduction of healthcare service**
BMJ Quality & Safety
*Journal article*

**The unexpected influence of stories told at work**
Gino, F. (2015)
Harvard Business Review
*Magazine article*

**Quality of work life and organizational performance: the mediating role of employee commitment**
Journal of Health Management
*Journal article*

**Maintaining employees’ commitment to organizational change: the role of leaders’ informational justice and transformational leadership**
The Journal of Applied Behavioural Science
*Journal article*

**Collaborative leadership**

**Linking unit collaboration and nursing leadership to nurse outcomes and quality of care**
Ma, C. *et al* (2015)
Journal of Nursing Administration
*Journal article*

**Exploring a shared leadership perspective for NHS doctors**
Leadership in Health Services
*Journal article*

**Distributed leadership, team working and service improvement in healthcare**
Leadership in Health Services
*Journal article*

**3 ways to encourage smarter teamwork**
Whitehurst, J. (2015)
Harvard Business Review
*Magazine article*
Leadership transitions in multisectoral health care alliances: implications for member perceptions of participation value
Healthcare Management Review
*Journal article*

Management

*Are you sure you want to be a manager*
Harvard Business Review
*Magazine article*

*New managers need a philosophy about how they'll lead*
Harvard Business Review
*Magazine article*

*Perceptions of trust in physician-managers*
Leadership in Health Services
*Journal article*

*How to stop micromanaging your team*
Knight, R. (2015)
Harvard Business Review
*Magazine article*
Large scale transformational change

Culture, implementation and sustainability

What impact do accountable care organisations have on care quality?
The King's Fund
Opinion piece

Improving paediatric prescribing practice in a district general hospital through implementation of a quality improvement programme
BMJ Quality Improvement Reports
Journal article

Lean manufacturing improves emergency department throughput and patient satisfaction
Journal of Nursing Administration
Journal article

Impact of magnet culture in maintaining quality outcomes during periods of organizational transition
Journal of Nursing Care Quality
Journal article

Cynical about change? A preliminary meta-analysis and future research agenda
The Journal of Applied Behavioural Science
Journal article

Learning, networks and knowledge

How to build up an actionable knowledge base: the role of ‘best fit’ framework synthesis for studies of improvement in healthcare
BMJ Quality & Safety
Journal article

How failure can feed success: using evidence on ‘what does not work’ to improve services and external recognition
The RAND Blog
Opinion piece

Aligning corporate learning with strategy
MIT Sloan Management Review
Magazine article
The influence of senior leaders on organisational learning: insights from the employees’ perspective
Management Learning
Journal article

Making time for learning-orientated leadership in multidisciplinary hospital management groups
Journal of Nursing Administration
Journal article

The tacit mystery: reconciling different approaches to tacit knowledge
Knowledge Management Research & Practice
Journal article

Knowledge sharing within teams: enabling and constraining factors
Knowledge Management Research & Practice
Journal article

Organizational culture and its relationship with knowledge management strategy: a case study
Knowledge Management Research & Practice
Journal article

Change readiness: creating understanding and capability for the knowledge acquisition process
Journal of Knowledge Management
Journal article

The mediating role of affective commitment in the rewards–knowledge transfer relation
Martin-Perez, V. and Martin-Cruz, N. (2015)
Journal of Knowledge Management
Journal article

Does organizational learning lead to higher firm performance? An investigation of Chinese listing companies
International Journal of Knowledge and Learning
Journal article

Knowledge sharing and affective commitment: the mediating role of psychological ownership
Journal of Knowledge Management
Journal article
Innovation and technology

Are we killing innovation?
MJA Insight
Opinion piece

Effect of lifestyle-focused text messaging on risk factor modification in patients with coronary heart disease: a randomized clinical trial
JAMA
Journal article

Sourcing knowledge for innovation: knowledge reuse and creation in project teams
Journal of Knowledge Management
Journal article

How useful is the theory of disruptive innovation?
MIT Sloan Management Review
Magazine article

The company cultures that help (or hinder) digital transformation
Harvard Business Review
Magazine article

Many CEOs aren’t breakthrough innovators (and that's OK)
Barber, F. and Bistrova, J. (2015)
Harvard Business Review
Magazine article

Harnessing the power of knowledge management for innovation
Journal of Knowledge and Learning
Journal article

Breaking mental models as a form of creative destruction: the role of leader cognition in radical social innovations
The Leadership Quarterly
Journal article

Transforming patient care by introducing an electronic medical records initiative in a developing country
Health Informatics Journal
Journal article

Strategic intellectual capital management as a driver of organisational innovation
International Journal of Knowledge and Learning
Journal article
Improvement science

Implementation

- Identifying preventable readmissions: an achievable goal or waiting for Godot?
  BMJ Quality & Safety
  Editorial

- Improving phlebotomy handover of untaken blood tests to junior doctors
  BMJ Quality Improvement Reports
  Journal article

- Improving quality of care and patient safety as a priority
  International Journal for Quality in Health Care
  Journal article

- Understanding healthcare processes: how marginal gains can improve quality and value for children and families
  ADC Education and Practice
  Journal article

- A cluster-randomised quality improvement study to improve two inpatient stroke quality indicators
  BMJ Quality & Safety
  Journal article

- Lean Six Sigma implementation and organizational culture
  International Journal of Health Care Quality Assurance
  Journal article

- Continuous quality improvement program for hip and knee replacement
  American Journal of Medical Quality
  Journal article

Measurement, metrics and analytics

- Development of the Quality Improvement Minimum Quality Criteria Set (QI-MQS): a tool for critical appraisal of quality improvement intervention publications
  BMJ Quality & Safety
  Journal article
Wearables, big data and analytics in healthcare
OnMedica
Opinion piece

Measuring and improving patient safety through health information technology: The Health IT Safety Framework
BMJ Quality & Safety
Opinion piece

Measuring quality of care for the sickest patients
Harvard Business Review
Magazine article

Patient-reported data can help people make better health care choices
Harvard Business Review
Magazine article

Why it’s hard to measure improved population health
Galea, S. (2015)
Harvard Business Review
Magazine article

Fusing randomized trials with Big Data: the key to self-learning health care systems?
JAMA
Opinion piece

Learning from the past to measure the future
JAMA
Journal article

Telling data’s story with graphics
MIT Sloan Management Review
Interview

Data-driven management can also be compassionate
Harvard Business Review
Magazine article

Facing the tension between quality measures and patient satisfaction
American Journal of Medical Quality
Journal article

Patient-family centred care: measuring perceived service quality following a critical care services experience
Journal of Health Management
Journal article
How to work confidently with numbers people
Knight, R. (2015)
Harvard Business Review
*Magazine article*

Managing data in the age of the internet of things
MIT Sloan Management Review
*Magazine article*

Why more and more companies are ditching performance ratings
Jones, B. (2015)
Harvard Business Review
*Magazine article*

Research, intelligence, evidence and evaluation

Value and the role of health care management research
Journal of Nursing Administration
*Journal article*

Increasing the expected value to society of clinical research studies?
Medical Decision Making
*Journal article*

Taking knowledge users’ knowledge needs into account in health: an evidence synthesis framework
Health Policy and Planning
*Journal article*

ReseArch with Patient and Public involvement a RealisT evaluation – the RAPPORT study
Wilson, P. *et al* (2015)
Health Services and Delivery Research
*Journal article*

New partnerships for improving global health research
RAND Blog
*Opinion piece*

How parents and practitioners experience research without prior consent (deferred consent) for emergency research involving children with life threatening conditions: a mixed method study
Woolfall, K. *et al* (2015)
BMJ Open
*Journal article*

Hospital culture of transitions in care: survey development
Journal of Nursing Care Quality
*Journal article*
Leadership in evidence-based practice: a systematic review
Leadership in Health Services
Journal article

Balancing methodological rigour and the needs of research participants: a debate on alternative approaches to sensitive research
Qualitative Health Research
Journal article

Applying importance-performance analysis to patient safety culture
International Journal of Health Care Quality Assurance
Journal article

Engaging primary care clinicians in early obesity prevention research
JAMA
Journal article