IMPROVEMENT SCIENCE ALERT

June 2015
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).

Has this document been passed to you by a colleague? You can access the ISA yourself:

- Get it [straight to your inbox](#).
- 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.
Leadership

- Strategy, vision and commitment
- Capacity and development
- Engagement
- Collaborative leadership
- Management

Large scale transformational change

- Culture, implementation and sustainability
- Learning, networks and knowledge
- Innovation and technology

Improvement science

- Implementation
- Measurement, metrics and analytics
- Research, intelligence, evidence and evaluation
Leadership

Strategy, vision and commitment

- **You need partners**
  Health Leaders
  *Magazine article*

- **The opportunity and strategy for quality and health-system improvement now and in the future**
  Law & Governance
  *Journal article*

- **Is lack of leadership talent a long-term condition for the NHS?**
  The Kings Fund Blog
  *Opinion piece*

- **Your company’s networks might matter more than its strategy**
  Harvard Business Review
  *Magazine article*

- **Strategic agility for nursing leadership**
  The Journal of Nursing Management
  *Journal article*

Capability and development

- **The practice of system leadership: being comfortable with chaos**
  The King’s Fund
  *Report*

- **Talent management: developing leadership not just leaders**
  The King’s Fund
  *Report*

- **A return to values-driven leadership or more of the same?**
  The King’s Fund Blog
  *Opinion piece*

- **Leadership skills as construed by non-profit chief executives**
  Kearns, K. *et al* (2015)
  Leadership & Organization Development Journal
  *Journal article*
Seeking high reliability in primary care: leadership, tools and organization
Weaver, R. (2015)
Health Care Management Review
Journal article

A qualitative evaluation of a pilot leadership programme for dentists
Leadership in Health Services
Journal article

Why wakeful leadership is more important now than ever
Development and Learning in Organisations
Journal article

How the Navy SEALs train for leadership excellence
Harvard Business Review
Magazine article

Engagement

Associations between safety culture and employee engagement over time: a retrospective analysis
BMJ Quality & Safety
Journal article

Do we need medical leadership or medical engagement?
Leadership in Health Services
Journal article

One job, one deal...or not: do generations respond differently to psychological contract fulfilment?
The International Journal of Human Resource Management
Journal article

Is a happy leader a good leader? A meta-analytic investigation of leader trait affect and leadership
The Leadership Quarterly
Journal article

Empowering sustained patient safety: the benefits of combining top-down and bottom-up approaches
Journal of Nursing Quality Care
Journal article

6 myths about empowering employees
Harvard Business Review
Magazine article
The object of your affection: how commitment, leadership and justice influence workplace behaviours in health care
Journal of Nursing Management
Journal article

Collaborative leadership

Does user co-production of public service delivery increase satisfaction and trust? Evidence from a vignette experiment
Flederus, J. (2015)
International Journal of Public Administration
Journal article

Working together in a complex environment: collaborative behaviours and social capital
International Journal of Public Administration
Journal article

We’re all leaders: integration means collaboration
Wilson, K. (2015)
Health Service Journal
Magazine article

Why special ops stopped relying so much on top-down change
Harvard Business Review
Magazine article

Management

Manager traits and quality-of-care performance in hospitals
Leadership in Health Services
Journal article

Three debates in organizational learning: what every manager should know
Development and Learning in Organizations
Journal article

Leadership style and patient safety: implications for nurse managers
Merrill, K. (2015)
Journal of Nursing Administration
Journal article
Large scale transformational change

**Culture, implementation and sustainability**

- Five Year Forward View – The Success Regime: a whole systems intervention
  Monitor
  Gov.uk
  Report

- Enhancing health care in care homes: integration in practice
  The Kings Fund Blog
  Opinion piece

- Implementing transition: ready steady go
  ADC Education and Practice
  Journal article

- A multilevel model of transformational leadership, affect and creative process behaviour in work teams
  The Leadership Quarterly
  Journal article

- Barking up the wrong tree. On the facilities of the transformational leadership theory
  Leadership & Organization Development Journal
  Journal article

**Learning, networks and knowledge**

- Critical examination of knowledge to action models and implications of promoting health equity
  International Journal for Equity in Health
  Journal article

- Applying knowledge translation tools to inform policy: the case of mental health in Lebanon
  Health Research Policy and Systems
  Journal article

- Social networks and inter-professional knowledge transfer: the case of healthcare professionals
  Organization Studies
  Journal article

- The role of organizational culture in the knowledge management process
  Journal of Knowledge Management
  Journal article
What makes an organization “networked”?
Harvard Business Review
Magazine article

OCB and external–internal social networks: effects on individual performance and adaptation to change
The International Journal of Human Resource Management
Journal article

How best practices are copied, transferred, or translated between health care facilities: a conceptual framework
Health Care Management Review
Journal article

Does experience imply learning?
Strategic Management Journal
Journal article

Innovation and technology

Improved circulation, unleashing innovation across the NHS
Institute for Public Policy Research
Report

Exploring collaboration technology use: how user’s perceptions twist and amend reality
Journal of Knowledge Management
Journal article

Innovation starts with the heart, not the head
Harvard Business Review
Magazine article

Linking managerial practices and leadership style to innovative work behaviour: the role of group and psychological processes
Leadership & Organization Development Journal
Journal article

Developing employees who think for themselves
Harvard Business Review
Magazine article

Twitter and public health
Journal of Public Health Management & Practice
Journal article
Introducing modern technology to promote transparency in health services
International Journal of Health Care Quality Assurance
Journal article

Open innovation actions and innovation performance: a literature review of European empirical evidence
European Journal of Innovation Management
Journal article

Developing end-user innovation from circuits of learning
The Learning Organisation
Journal article

return to contents
Improvement science

Implementation

Improving handover from intensive care to ward medical teams with simple changes to paperwork
Messing, J. (2015)
BMJ Quality Improvement Reports
Journal article

Improving patient safety by optimizing the use of nursing human resources
Implementation Science
Journal article

Using clinical supervision to improve the quality and safety of patient care: a response to Berwick and Francis
BMC Medical Education
Journal article

Quality improvement in academic medical centres: a resident perspective
BMJ Quality & Safety
Opinion piece

Breaking the silence: determinants of voice for quality improvement in hospitals
Healthcare Management Review
Journal article

Agile, a guiding principle for health care improvement?
International Journal of Health Care Quality Assurance
Journal article

Implementation of a nursing home quality improvement project to reduce resident pain: a qualitative case study
Journal of Nursing Care Quality
Journal article

Teamwork, communication and safety climate: a systematic review of interventions to improve surgical culture
BMJ Quality & Safety
Journal article

return to contents
Measurement, metrics and analytics

The utility of Google Trends data to examine interest in cancer screening
BMJ Open
Journal article

On the care and feeding of your analytics talent
MIT Sloan Management Review
Video

A ‘just culture’ for performance measures
BMJ Quality & Safety
Opinion piece

Simplify your analytics strategy
Harvard Business Review
Magazine article

Quality of big data in health care
International Journal of Health Care Quality Assurance
Journal article

Leveraging data to transform nursing care: insights from nurse leaders
Journal of Nursing Care Quality
Journal article

Research, intelligence, evidence and evaluation

Practice experience and implementation of evidence
BMJ Blogs
Opinion piece

What difference does patient and public involvement make and what are its pathways to impact? Qualitative study of patients and researchers from a cohort of randomised clinical trials
PLOS One
Journal article

Utilization of research findings for health policy making and practice: evidence from three case studies in Bangladesh
Health Research Policy and Systems
Journal article
Sustainability of evidence-based healthcare: research agenda, methodological advances, and infrastructure support
Implementation Science
Journal article

Nursing unit leaders' influence on the long-term sustainability of evidence-based practice improvements
Journal of Nursing Management
Journal article