



# Health Management Bulletin Nov/Dec 2024

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## Articles

**Understanding ageism towards older nursing staff and service users: A systematic mapping review from the perspective of clinical leaders and healthcare managers**

**Geriatric Nursing Vol 58, July–August 2024, pp. 171-182**

To map research evidence on ageist attitudes in healthcare towards service users and older nursing staff, from the leadership perspective.

**Patient experience: a business strategy in the delivery of healthcare services**

**Journal of Healthcare Management. 30, 11, pp.1-4 November 2024.**

Eunice Agyei, Shisong Jiang and Emmanuel Kumah outline approaches to improving patient experience, emphasising this as a fundamental aspect of a healthcare organisation's business strategy.

**Is the integration of health and social care meeting the growing demand?**

**Journal of Healthcare Management. 30, 11, pp. 1-7 November 2024.**

This commentary aimed to critically appraise a systematic review that investigated the national and international evidence base for the impact of integrating care, both on perceived and actual service delivery outcomes. The authors also aimed to identify the review's implications for practice, policy and future research.

**Mapping leadership, communication and collaboration in short-term distributed teams across various contexts: a scoping review**

**BMJ Open 2024; 14 (10):e081878.**

This study aimed to map knowledge on leadership, communication and collaboration in short-term distributed teams across various fields to gain insights that could benefit healthcare.

**The current picture of digital nursing leadership revealed**

**Nursing Times: NT; London Vol. 120, 10, (Oct 2024): pp.10-12.**



**Making it to the top, from nurse to chief executive**  
**Nursing Times: NT; London Vol. 120, 9, (Sep 2024): pp.10-12.**

**Exploration of the representation of the allied health professions in senior leadership positions in the UK National Health Service**

**BMJ Leader 2024; 8: pp.119–126.**

Allied health professionals (AHPs) are an important group within the National Health Service (NHS) in the UK and make up a large portion of the workforce. Investment in AHP leadership is believed to lead to improvements in patient care, resource use, collaboration and innovation. This study aims to assess the current state of AHP strategic leadership within the NHS.

**NHS action on social and economic development in England: Vague national policy expectations**

**Health policy 151 (2025) 105194**

This paper analyses national policy documents to understand the framing of the NHS's new policy priorities on social and economic development. We focus on the role of NHS integrated care systems—area-based planning bodies responsible for managing NHS resources and coordinating local services.

**The state of the adult social care sector and workforce in England**

<https://www.skillsforcare.org.uk/Adult-Social-Care-Workforce-Data/Workforce-intelligence/documents/State-of-the-adult-social-care-sector/The-state-of-the-adult-social-care-sector-and-workforce-in-England-2024.pdf>

**Skills for Care; The state of the adult social care sector and workforce in England, 2024**

**NHS hospital care: Who is waiting and what are they waiting for?**

[NHS hospital care: Who is waiting and what are they waiting for? | Nuffield Trust](#)

This new QualityWatch analysis uses urgent and emergency care and planned care data alongside an ONS patient survey to understand how waiting times vary by age, sex, ethnicity, and level of deprivation, and how waits for specific conditions differ.

**The future is out there: joining up health and care for the benefit of all**

[The future is out there 161024.pdf](#)

In May 2024 the Academy of Medical Royal Colleges, supported by IMPOWER, convened a group of senior leaders from across all parts of health and social care to explore why the shift to more home and community-based care has not yet been delivered. This paper explores what the new government might do to break the cycle and to fully enable this transformational shift.

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