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Information to help further understand:

Unwarranted variation:

Unwarranted variation adversely affects outcomes, experience and resources, resulting in care of lower value. These resources will help you to identify unwarranted variation and understand how to address it. These resources are relevant across all 10 commitments.

- NHS RightCare, (2016), Programme overview.
- NHS Right Care, (2015), The Atlas of Variation in Healthcare.
- Wennberg, JE, (2010), Tracking Medicine: A Researcher's Quest to Understand Health Care, Oxford University Press.
- NHS RightCare Casebooks.
- Lord Carter of Coles (2016) Operational productivity and performance in English NHS acute hospitals: Unwarranted variations independent report for the Department of Health, Crown Copyright.

The National Picture:

These resources will provide you with information on the context of the health and care system that we work in. These resources are relevant across all 10 commitments.

- RCNi (2015) A guide to economic assessment in nursing, RCN Publishing Company Limited.
- Department of Health, (updated 2015), The NHS Constitution.
- Department of Health, (2016), NHS Mandate.
- NHS England, NHS Improvement (Monitor and the NHS Trust Development Authority), Care Quality Commission (CQC), Health Education England (HEE), National Institute of Health and Care Excellence (NICE), Public Health England (PHE) (2014) Delivering the Forward View: NHS Planning Guidance 2016/17 - 2020/21.
- NHS, (2015), Five Year Forward View.
- Lord Carter of Coles, (2015), Review of Operational Productivity in NHS Providers interim report.

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- NHS Improvement, (2016), Implementing the Forward View: supporting providers to deliver.
- The Mental Health Taskforce, (2016), The Five Year Forward View for Mental Health.
- HM Treasury and The Rt Hon George Osborne MP (2015) 2015 Spending Review.
- NHS England, (2016), General Practice Forward View.
- NHS England, (2014), New care models - vanguard sites.
- Department of Health (2016), Corporate report: Shared delivery plan 2015 to 2020.
- Department of Health and NHS Commissioning Board, (2012), Compassion in Practice.
- NHS England, Compassion in Practice, website.
- The Health and Social Care Act 2012.
- Stiefel M, Nolan K, (2012). A Guide to Measuring the Triple Aim: Population Health, Experience of Care, and Per Capita Cost. IHI Innovation Series white paper. Cambridge, Massachusetts: Institute for Healthcare Improvement.
- Donald M. Berwick, Thomas W. Nolan and John Whittington (2008) The Triple Aim: Care, Health, And Cost Health Affairs, 27, no.3: 759-769.
- Living Longer, Living Better, website.
- NHS England, (2016), Our 2016/17 Business Plan, NHS England.
- Gov.uk, Report a problem with a medicine or medical device, website.
- Department of Health, (2016), NHS Outcomes Framework: at-a-glance, Department of Health.
- NHS England, Health as a social movement, website.
- Association of Directors of Adult Social Services, (2015), Distinctive, Valued, Personal - Why Social Care Matters: The Next Five Years.
- NHS England (2016), Local Digital Roadmaps, website.
- NHS England, Harnessing the Information Revolution, website.
- NHS England, Digital Maturity Assessment, website.
- NHS England, Sustainability and Transformation Plans, website.
- NHS England, Primary Care Web Tool, NHS England.
- Department of Health, Health Education England and Public Health England, (2014), Healthy Lives, Health People: update on the public health workforce strategy, Department of Health.
- Public Health England, Public Health Outcomes Framework.
- National Voices (2015) A new model of partnership with people and communities: key principles, National Voices.

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- Care Quality Commission (2015), Regulation 20: Duty of candour, CQC.
- Healthcare UK, Department of Health and UK Trade & Investment (2016) The UK: your partner for digital health solutions, Crown Copyright.
- Department of Health (2012) National Framework for NHS Continuing Healthcare and NHS funded Nursing Care (Revised), DH.
- Public Health England, Public Health Profiles.
- Public Health England (2012) Healthcare associated infections (HCAI): point prevalence survey, England.
- HSCIC, Statistics on Obesity, Physical Activity and Diet.

Productivity:

The information in this section will support nursing, midwifery and care staff to further understand the productivity and efficiency agenda. These resources are relevant across all 10 commitments.

- Lord Carter of Coles, (2015), Review of Operational Productivity in NHS Providers interim report.
- NHS Improvement, (2016), Implementing the Forward View: supporting providers to deliver.
- NHS UK, Making People Count, Future Focused Finance, website.

Work on Mental Health and Learning Disabilities:

More emphasis needs to be placed on improving outcomes and experience for people who have a mental health illness or learning disability. These resources will support us to understand how we can improve care for those individuals with a mental health illness or learning disability and ensure parity of esteem. These resources are relevant across all 10 commitments.

- NHS England, Department of Health and Public Health England (2016), Improving the physical health of people with mental health problems: Actions for mental health nurses.
- Department of Health, (2011), No health without mental health - a cross-government mental health outcomes strategy for people of all ages.
- Improving Access to Psychological Therapies, website.
- Department of Health and Home Office, (2014), Mental Health Crisis Care Concordat - Improving outcomes for people experiencing mental health crisis.
- The King's Fund, (2015), Mental health under pressure, The King's Fund.
- University of Manchester, (2015), The National Confidential Inquiry into Suicide and Homicide by People with Mental Illness Annual Report 2015: England, Northern Ireland, Scotland and Wales, University of Manchester.
- NHS Choices, (2015), Care Programme Approach, website.

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- Time to Change, (2016), website.
- NHS England and Department of Health, (2015), Future in Mind.
- Department of Health, (2005), Delivering race equality in mental health care.
- Mental Health Act, (2007), The Stationery Office.
- Think Ahead Programme, website.
- Health and Social Care Information Centre (HSCIC), Mental Health Services Data Set, website.
- Care Quality Commission, (2015), Right Here, Right Now, CQC.
- The Mental Capacity Act, (2005), The Stationery Office.
- The Mental Health Taskforce to NHS England, (2016), The Five Year Forward View for Mental Health.
- Association of Directors of Adult Social Services, Care Quality Commission, Department of Health, Education England, Local Government Association and NHS England, (2015), Transforming Care for People with Learning Disabilities, NHS England.

Children and Young People:

There are over 15 million children and young people in England, making up 25 percent of the population. There are also an estimated 700,000 young carers who are not only seeking to build their health literacy skills, but also require these skills to advocate for those they care for. These resources are relevant across all 10 commitments.

- Care Quality Commission, (2015), Children and young people's inpatient and day case survey 2014 - Key Findings, CQC.
- Department of Health, (2015), Children and Young People's Health Outcomes Forum: 2014 to 2015, Department of Health.
- Department of Health and NHS England, (2015), Future in mind: promoting, protecting and improving our children and young people's mental health and wellbeing.
- National Institute for Health and Care Excellence (2016) Transition from children's to adults' services for young people using health or social care services, NICE.
- Department for Education and Department of Health (2015) Promoting the health and wellbeing of looked-after children, Crown Copyright.
- Public Health England, National Child Measurement Programme.

Maternity services:

These resources outline the future direction for maternity services and the role we can play in leading those changes. These resources are relevant across all 10 commitments.

- Maternity Services Liaison Committees, website.

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- Baroness Julia Cumberledge, (2016), Better Births; improving outcomes of maternity services in England. A Five year forward view for maternity care, NHS England.
- Royal College of Obstetricians and Gynaecologists (RCOG), Each Baby Counts, website.
- NHS England, (2016), Saving Babies' Lives - A care bundle for reducing stillbirth, NHS England.
- NHS England, Maternity Review, website.
- NHS England (2016) The National Maternity Review, NHS England.
- Royal College of Midwives, Better Births Initiative, website.
- The Royal College of Midwives (RCM), (2015), Caring for women with Mental Health problems, RCM.
- Leadsom, A., Field, F., Burstow, P. and Lucas C., (2013) The 1001 Critical Days: the Importance of Conception to the Age of Two Period, Best Beginnings.
- The All Party Parliamentary Group for Conception to Age 2, (2015) Building Great Britons.
- RCM/SANDS, Bereavement network, website.
- NHS England, (2016), Spotlight on Maternity: Contributing to the Government's national ambition to halve the rates of stillbirths, neonatal and maternal deaths and intrapartum brain injuries by 2030, NHS England.

Equality and Diversity:

These resources will help you understand how to safeguard workforce equality, to ensure that all individuals are treated fairly and equally, specific to their needs. These resources are relevant across all 10 commitments.

- NHS England (2014) NHS Workforce Race Equality Standard, website.
- Department of Health (2005) Delivering race equality in mental health care, Department of Health.
- Department of Health, Equality and Diversity Act 2010, website.
- Equality and Human Rights Commission, Protected Characteristics, website.
- Mencap (2007) Death by Indifference, Mencap.
- CIPOLD Team (2013) Confidential Inquiry into the Premature Deaths of People with Learning Disabilities (CIPOLD), Norah Fry Research Centre.

Population Health and Prevention:

These resources will help you to understand how to place a greater emphasis on prevention and self-care to reduce health inequalities and meet the population health challenge, of the rising number of people living with a long

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term condition, practising in ways which prevent disease and protect health and well-being. These resources are particularly relevant to commitments 1, 2 and 3.

- Gov.uk, All Our Health; About the Framework, website.
- Public Health England and Health Education England, (2016), Making Every Contact Count.
- Public Health England, NHS England and Health Education England, (2016), Making Every Contact Count (MECC): consensus statement, Public Health England.
- Public Health England, (2014), A Framework for Personalised Care and Population Health for Nurses, Midwives, Health Visitors and Allied Health Professionals, Public Health England.
- Department of Health, (2011), Cancer framework, Department of Health.
- Public Health England, (2014), From evidence into action: opportunities to protect and improve the nation's health, Public Health England.
- Public Health England, (2013), Public health contribution of nurses and midwives: guidance, Department of Health.
- National Voices, People and Communities Board, website.
- NHS England, Realising the Value, website.
- Suzanne Wood, Health Foundation, and Annie Finnis, Halima Khan and Johanna Ejbye, Nesta, (2016), At the heart of health - realising the value of people and communities, Nesta.
- National Voices (2015) How should we think about value in health and care? Nesta.
- Gov.uk, Health matters: antimicrobial resistance, website.
- The review on Antimicrobial Resistance, (2015), Chaired by Jim O'Niell, HM Government/Wellcome Trust.
- Antibiotic Guardian, website.
- Gov.uk (2016) The Eatwell Guide, website.
- NHS, Healthy Start, website.
- NHS, Start 4 Life, website.
- NHS, Change 4 Life, website.
- NICE, Diet nutrition and obesity.
- NHS England (2016) Healthy New Towns.
- The King's Fund, The new NHS: health and wellbeing boards.
- Gov.uk, Population screening programmes, website.
- Gov.uk (2014) Immunisation against infectious disease, website.
- NHS Health Check, website.

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- Gov.uk, Find your local health protection team in England, website.
- Public Health England (2015) English surveillance programme for antimicrobial utilisation and resistance (ESPAUR) 2010 to 2014.
- Royal College of Nursing (2015) Infection prevention and control commissioning toolkit: Guidance and information for nursing and commissioning staff in England, RCN.
- E-Learning for Healthcare, Reducing Antimicrobial Resistance.
- Public Health England (2015) Start Smart - Then Focus, Antimicrobial Stewardship Toolkit for English Hospitals.
- European Antibiotic Awareness Day.
- Department of Health (2015) The Health and Social Care Act 2008: code of practice on the prevention and control of infection and related guidance.
- NICE, Antimicrobial stewardship, NICE.
- Gov.uk (2014) Antimicrobial Resistance (AMR), website.
- Public Health England (2015) Start Smart - Then Focus.

Workforce:

These resources provide information on how we can develop and strengthen the nursing, midwifery and care staff workforce. These resources are particularly relevant to commitments 6, 7, 8 and 9.

- Health Education England, (2015), Raising the Bar - Shape of Caring: A Review of the Future Education and Training of Registered Nurses and Care Assistants, Health Education England.
- Jones, K, Warren A, Davies, A, (2015), Mind the Gap - Exploring the needs of early career nurses and midwives in the workplace, Birmingham and Solihull Local Education and Training Council.
- The Point of Care Foundation (2014) Staff Care: How to engage staff in the NHS and why it matters, The Point of Care Foundation.
- NHS Employers, Health and Wellbeing Toolkit, website.
- Primary Care Workforce Commission, (2015), The future of primary care, Creating teams for tomorrow, Health Education England.
- Health Education England, Transforming nursing for community and primary care, Health Education England.
- Cavendish C, (2013), The Cavendish review; An Independent Review into Healthcare Assistants and Support Workers in the NHS and social care settings, Department of Health.
- Skills for Care, (2016), Registered nurses in the Adult Social Care sector, Skills for Health.
- Department of Health, (2016), Corporate report: Department of Health: shared delivery plan 2015 to 2020, Department of Health.

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- Health Education England, Framework 15, Health Education England, 2014-2029, Health Education England.
- Skills for Care and Skills for Health, (2013), National Minimum Training Standards for Healthcare Support Workers and Adult Social Care Workers in England, Skills for Care and Skills for Health.
- Royal College of Nursing, (2012), An RCN guide to advanced nursing practice, advanced nurse practitioners and programme accreditation, Royal College of Nursing.
- The Queen's Nursing Institute, (2015), The QNI/ONIS Voluntary District Nursing Education Standards, The Queen's Nursing Institute.
- Health Education East Midlands, (2014), Quality Standards for local training and education providers, Health Education East Midlands.
- National Quality Board, (2013), How to ensure the right people, with the right skills, are in the right place at the right time, NHS England.
- National Quality Board (2016), Supporting NHS providers to deliver the right staff, with the right skills, in the right place at the right time.
- Department of Health, (2011), NHS Staff Management and Health Service Quality, Department of Health.
- Lord Willis (2015) Raising the bar - Shape of caring; a review of the future education and training of registered nurses and care assistants, Health Education England.
- Academic Health Science Networks, NHS England.

Experience of Care:

These resources will help better understand how we can ensure care is centred on individuals and their carers; supporting them to make decisions relating to care planning and self-management. These resources are particularly relevant to commitments 3, 4 and 5.

- Department of Health, (2015), Voice choice and control; how registered nurses, care and support staff in the care sector can support people to achieve these aims, Department of Health.
- Think Local Act Personal and National Voices, (2013), A Narrative for Person-Centred Coordinated Care, National Voices.
- Public Health England and Department of Health, (2014), A Framework for Personalised Care and Population Health for Nurses, Midwives, Health Visitors and Allied Health Professionals, Public Health England.
- NHS England, (2015), Improving Experience of Care through people who use services, How patient and carer leaders can make a difference, NHS England. Patients as leaders.
- Self Care Forum, The Self-Care Continuum.

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- Hibbard, J, & Gilbert, H, (2014), Supporting people to manage their health. An introduction to patient activation, The Kings Fund.
- NICE, (2014), Behaviour change: individual approaches, NICE.
- NHS Scotland, (2010), Long Term Conditions collaborative, NHS Scotland.
- NHS England, (2014), Commitment to Carers, NHS England.
- Institute for Healthcare Improvement, (2011), Always Events®, Institute for Healthcare Improvement.
- National Palliative and End of Life Partnership, (2015), Ambitions for End of Life Care, End of Life Care Ambitions.
- NHS England, Supporting patients' choices to avoid long hospital stays, NHS England.
- NHS England, Quick Guide: Clinical input into care homes, NHS England.
- NHS England, Quick Guide: Better use of care at home, NHS England.
- NHS England, Quick Guide: Identifying Local Care Home Placements, NHS England.
- NHS England, Quick Guide, Technology in care homes, NHS England.
- NHS England, Quick Guide: Sharing patient information, NHS England.
- NHS England, Patient Online, website.
- NHS England, Digital Primary Care, website.

Professional Standards:

Leading Change, Adding Value is for implementation by all nursing, midwifery and care staff across the health and care sector. For those with a professional registration, these resources provide information relevant to that registration. These resources are relevant across all 10 commitments.

- Nursing and Midwifery Council, (2015), The Code – Professional Standards of Practice and Behaviour for Nurses and Midwives, Nursing and Midwifery Council.
- Nursing and Midwifery Council, (2012), Midwives rules and standards, Nursing and Midwifery Council.
- Nursing and Midwifery Council, (2007), Standards for medicines management, Nursing and Midwifery Council.
- Nursing and Midwifery Council, (2010), Standards for pre-registration nursing education, Nursing and Midwifery Council.
- Nursing and Midwifery Council, (2015), Revalidation: Your step-by-step guide through the process, Nursing and Midwifery Council.
- Nursing and Midwifery Council (2015) Review of midwifery regulation, NMC.

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International work and policy:

Nursing, midwifery and care staff can demonstrate how we lead innovation and change both nationally and internationally. These resources highlight opportunities for addressing health care challenges today and in the future. These resources are relevant across all 10 commitments.

- World Health Organisation Regional Office for Europe, (2015), European strategic directions for strengthening nursing and midwifery towards Health 2020 goals, World Health Organisation.
- World Health Organisation Regional Office for Europe, (2011), The new European policy for health - Health 2020: Vision, values, main directions and approaches, World Health Organisation.
- World Health Organisation Regional Office for Europe, (2014), implementing Health 2020; 2012 - 2014, World Health Organisation.
- Australian College of Nursing, (2015), Nurse Leadership - A White Paper by ACN 2015, Australian College of Nursing.

Leadership and culture:

It is well recognised that the link between leadership and positive culture leads to better outcomes. These resources will support us to influence the culture required to achieve better experience and outcomes. These resources are relevant across all 10 commitments.

- The Health Foundation, (2011), Measuring Safety Culture, the Health Foundation.
- Working together, A partnership to deliver high quality, efficient patient care, website.
- National Nursing Research Unit (2015), Culture of Care Barometer, NHS England.
- 6Cs - Our Culture of Compassionate Care, (2012).
- NHS England, (2014), Building and Strengthening Leadership, Leading with Compassion, NHS England.
- Care Quality Commission, (2015), Regulation 20: Duty of candour, Care Quality Commission.
- Future Focused Finance, (2016), Crossing professional boundaries: a toolkit for collaborative teamwork, future Focused Finance.
- NHS England, Sign up to safety, website.
- NHS England, (2014), Building and strengthening leadership - Leading with Compassion Field Guide, NHS England.
- West, Michael, Eckert, Regina, Steward, Katy and Pasmore, Bill (2014), Developing collective leadership for health care, The Kings Fund.
- West, Armit, Loewenthal, Eckert, West, and Lee, (2015), Leadership and Leadership Development in Health Care: The Evidence Base. London: Faculty of Medical Management and Leadership/The King's Fund.

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Further reading

Minogue V, Wells B (2016) Reducing waste in the NHS - an overview of the literature and challenges for the nursing profession. *Nursing Management*. 2016 Jul;23(4):20-5. Date of submission: 13 October 2015; date of acceptance: 22 April 2016.

Minogue V, Wells B (2016) Managing resources and reducing waste in healthcare settings. *Nursing Standard*.30, 38, 52-60. Date of submission: October 2 2015; date of acceptance: December 23 2015.

West M, Eckert R, Steward K and Pasmore B, (2014), *Developing and enhancing teamwork in organizations: Evidence-based practice and guidelines*. (pp.331-372). Jossey-Bass, San Francisco.