Leadership
Putting the contradictions back into leadership development
Vince, R. et al
The purpose of this paper is to outline an alternative view of leadership development that acknowledges the likelihood of unintended and contradictory outcomes in leadership work. Helping leaders to engage with contradictions is as important as developing their positive capabilities. A focus on the contradictions of leadership can help to address the emotional and political limitations that development programmes unwittingly impose on learning.

The mental demands of leadership in complex adaptive systems
Petrie, D.A. et al
Healthcare Management Forum First Published August 22, 2018 Research Article
After a decade of calls for healthcare transformation, there is a convergence of themes in our general orienting models. The core metaphor of health system as machine (with closed boundaries, linear functions, and controlled predictable outputs) has given way to health as ecosystem (with open boundaries, non-linear functions, multiple interdependencies, and no single locus of control over outcomes). Current developmental psychology theory suggests that people

Healthcare Leadership
Leader newsletter
North West Leadership Academy
Leader. Summer 2018
How we are supporting leadership development in Primary Care. Learning from Failure - creating a culture of exploration and innovation. Our work across NW Talent and Emerging Leaders communities. Developing an inclusive leadership culture in the North West

Hospital Leadership Diversity and Strategies to Advance Health Equity
Herrin, J. et al.
Joint Commission Journal on Quality and Patient Safety, Volume 44, Issue 9, 545 – 551 September 2018
Diversity in hospital leadership is often valued as important for achieving clinical excellence. The American Hospital Association surveyed hospitals about their actions to identify and address health disparities. The survey asked about the degree of representation of racial and ethnic minorities and women among executives and board members. Hospitals with greater representation of racial and ethnic minorities in leadership positions had greater commitments to diversity initiatives. However, hospitals with women—particularly white women—in leadership positions reported fewer diversity initiatives. Future research is needed to examine the mechanisms and causality behind these associations.
construct their reality, and interact with their world, based on the epistemology (or “action-logic” or “mindset”) of their stage of development. Through this lens, the skills for leading large-scale change in our increasingly complex world require significant cognitive and interpersonal development. The concept of vertical development may be an underemphasized aspect of system change. This article will discuss a new set of leadership skills and frameworks that emerge in the nexus of complex adaptive systems and adult development theory.

Training

**Every Nurse an E-nurse: Insights from a consultation on the digital future of nursing**

RCN (July 2018)

This publication presents the detailed findings of a consultation, led by the RCN, into the digital future of nursing. The consultation took place over January and February 2018. The consultation explored 1) ideas for a shared vision of a digitally enabled health and social care service 2) the barriers and enablers to the vision becoming a reality and 3) examples of how data, information, knowledge and technology are already bringing that vision to life.

**NHS England planning further waves of Global Digital Exemplars**

Digital Health News August 2018

NHS England is planning further waves of Global Digital Exemplars, its flagship programme to create a group of reference sites for NHS digitisation that provide standardised blueprints for other trusts to follow.

**Darzi Clinical Leadership Fellows: An Activity Theory Perspective**

Malby, R.L. et al

Journal of Health Organization and Management (2018)

To review the impact of the clinical leadership programme, in enabling the Darzi Fellows to lead change projects in health and care services, and to secure quality healthcare in the NHS beyond the lifetime of the programme. This research exposed how Darzi Fellows continue to lead innovation for

**Effectiveness of leadership capacity building in the health sector**

Tull. K.

Institute of Development Studies 2018

What is the evidence that leadership training or courses lead to sustainably better leadership and management skills in the health sector? Although there are options available for building health workers’ and health policy makers’ capacity to become stronger leaders (i.e. as public health leaders or managers), there is little evidence that specific training or courses lead to sustainably better leadership and management skills. This is a rapid review of the literature.

**Identifying the prevalence of influential factors on middle managers’ abilities to lead organizational change within the context of community nursing and therapy services**

Hansell, V.

International Journal of Healthcare Management, 11:3, 225-232, 2018

United Kingdom healthcare organizations are tasked with improving standards of patient care alongside balancing finances resulting in large scale organizational changes being implemented. Change management models can guide strategies for most effective implementation; however these often only differentiate employees from the initiators of change. Middle managers have a vital organizational position of influence whilst also being subject to stressors from multiple directions. This study aimed to quantify the prevalence of influential factors on middle managers’ abilities to lead organizational change within the context of community nursing and therapy services.

**How do iLead? Validation of a scale measuring active and passive implementation leadership in Swedish healthcare**

Mosson R, et al

BMJ Open 2018;8:e021992.

This study aims to describe the creation of a scale—the iLead scale—through adaptations of existing domain-specific scales that measure active and passive implementation leadership, and to describe the psychometric properties of this scale. The iLead scale is
alternative healthcare outcomes. Many proactive Fellows employ a suite of learned skills and capabilities, to lead systemic change. This research is the first known longitudinal clinical leadership development study undertaken. The Darzi programme has created a unique clinical network of mutually supportive, team-centric systems thinkers and doers, with an evidence-based approach to systems change. Many Fellows are catalysing sustainable change in the healthcare environment.

Developing nurses’ intercultural/intraprofessional communication skills using the EXCELLence in Cultural Experiential Learning and Leadership Social Interaction Maps.
Examine how the use of Social Interaction Maps, a tool in the EXCELLence in Cultural Experiential Learning and Leadership Program, can enhance the development of nurses’ intercultural/intraprofessional communication skills. Application of the EXCELLence in Cultural Experiential Learning and Leadership Social Interaction Mapping tool was shown to be useful in developing intercultural/intraprofessional communication skills in nurses. Professional development programmes that incorporate EXCELence in Cultural Experiential Learning and Leadership Social Interaction Maps can enhance nurses’ intercultural/intraprofessional communication competencies when engaging with others from culturally and linguistically diverse backgrounds and improve the way nurses communicate with each other.

Reflection and professional learning
Coward M.
Nursing Management. June 2018 (Published online)
Part one of this six-part continuing professional development series considered the role of nurse managers in supporting reflection for professional learning. It was aimed at enabling readers to consider critically the role of reflection in nursing and relate this to the Nursing and Midwifery Council’s professional requirements. This article considers the purpose of reflecting beyond professional requirements, the influence of our experiences on who we are and what

a valid measure of implementation leadership and is a tool for understanding how active and passive leader behaviours influence an implementation process. This brief scale may be particularly valuable to apply in training focusing on facilitating implementation, and in evaluating leader training. Moreover, the scale can be useful in evaluating various leader behaviours associated with implementation success or failure.

Nurse Leadership Style, Nurse Satisfaction, and Patient Satisfaction: A Systematic Review
The purpose of this systematic review was to synthesize current evidence on nursing leadership styles, nurse satisfaction, and patient satisfaction. Results suggest that relational leadership traits contribute to greater nurse satisfaction whereas task-oriented styles may decrease nurse satisfaction. Minimal information for the connection between nursing leadership and patient satisfaction was found.

Heroism and nursing: A thematic review of the literature.
Nursing history is replete with examples of heroic individuals acting courageously to meet the needs of vulnerable patients and communities. Heroism exemplifies the pinnacle of self-actualised behaviour. It fuels the plots of countless human stories, and enchants and inspires people. Yet, heroism may be seen as an extreme behaviour that only exceptional individuals are capable of enacting, and may thus be seen as out of reach for ordinary nurses, and something that could be risky to teach and disseminate. An alternative view is that altruistic professions such as nursing are often regarded as being heroic by nature, and that nurses therefore need to be encouraged to understand, deepen and exercise their potential through a recognition of acts of heroism in nursing - whether these can be classed as exceptional or everyday acts of nursing heroism. The purpose of this article is to provide a thematic review
we learn, the value of protected time to think and the benefits of reflecting for personal development. The aim of this article is to consider the transferability of reflection between our professional and personal selves.

Leadership Development Through Peer-Facilitated Simulation in Nursing Education
Brown, K. M. et al
Journal of Nursing Education. 2018;57(1):53-57
Baccalaureate nursing graduates must possess leadership skills, yet few opportunities exist to cultivate leadership abilities in a clinical environment. Peer-facilitated learning may increase the leadership skills of competence, self-confidence, self-reflection, and role modeling. Facilitating human patient simulation provides opportunities to develop leadership skills. Peer-facilitated simulation provides an opportunity for leadership development and learning. Study results can inform the development of nursing curricula to best develop the leadership skills of nursing students.

Leading the Nurse Within: Developing Confident Leadership Skills for New Graduates
Laut, R. et al
The Journal of Continuing Education in Nursing. 2018;49(8):356-359
All too frequently, newer nurses are expected to take on leadership roles without any formal leadership training or education. For nurses to be successful change agents, it is imperative that they develop the necessary leadership skills to take on leadership roles, ultimately improving employee satisfaction and nurse retention. A course was designed to engage new graduate nurses and help them to develop leadership skills, with the goal of increased confidence to act as leaders among their peers. The pilot program consisted of a 1.5-hour interactive workshop designed to promote and develop leadership skills. Following completion of the leadership training course, overall responses to a postsurvey demonstrated an increase in confidence levels toward leadership behaviors. Participants also felt more confident in their ability to be leaders among their peers. Results of this pilot study have validated the effectiveness of a leadership training course as an arena to identify future nurse leadership

of the literature on heroism in nursing, in order to understand how recent research in heroism science is being, or could be, applied to the nursing discipline. Heroism science is an emerging research area that is of interest to nursing leaders, educators and all those seeking to advance the social change agenda in healthcare.

The nexus of nursing leadership and a culture of safer patient care.
Murray M, et al
Critical reports from the Institute of Medicine in 1999 and Francis QC report of 2013 indicate that healthcare organisations, inclusive of nursing leadership, were remiss or inconsistent in fostering a culture of safety. The factors required to foster organisational safety culture include supportive leadership, effective communication, an orientation programme and ongoing training, appropriate staffing, open communication regarding errors, compliance to policy and procedure, and environmental safety and security. As nurses have the highest patient interaction, and leadership is discernible at all levels of nursing, nurse leaders are the nexus to influencing organisational culture towards safer practices. Safety is crucial in health care for patient safety and patient outcomes. A culture of safety has been exposed as a major influence on patient safety practices, heavily influenced by leadership behaviours. The relationship between leadership and safety plays a pivotal role in creating positive safety outcomes for patient care. A safe culture is one nurtured by effective leadership.

Decisional Involvement: Differences Related to Nurse Characteristics, Role, and Shared Leadership Participation
Fischer, S.A. et al
Journal of Nursing Care Quality: October/December 2018 - Volume 33 - Issue 4 - p 354–360
A sample of 1933 registered nurses working in 24 hospitals with shared leadership was surveyed to examine perceptions of nurse decisional involvement. Council participation was associated with higher decisional involvement scores (P = .03), and nurse experience was a statistically significant predictor of decisional involvement (P < .01). Nurse manager and staff registered nurse scores were significantly
Mentoring
Results of the British Society of Gastroenterology supporting women in gastroenterology mentoring scheme pilot
Smith KH, et al
Frontline Gastroenterology 04 August 2018.
Mentorship has long been recognised as beneficial in the business world and has more recently been endorsed by medical and academic professional bodies. Recruitment of women into gastroenterology and leadership roles has traditionally been difficult. The Supporting Women in Gastroenterology network developed this pilot scheme for female gastroenterologists 5 years either side of the Completion Certificate of Specialist Training (CCST) to examine the role that mentorship could play in improving this discrepancy. Mentorship is shown to be beneficial despite the challenges and is likely to improve the recruitment and retention of women into gastroenterology and leadership roles, but is likely to benefit gastroenterologists of both genders.

Leadership books in the library
Leadership in today's NHS: delivering the impossible
Anandaciva, S.
The King's Fund 2018

Strategic management of health care organizations (8th Ed.)
Ginter, P.
John Wiley & Sons 2018

Transforming community health through leadership
Moran, J. W.
Routledge 2018

ABC of clinical professionalism [electronic resource]
Cooper, N. et al
John Wiley 2018

Staff
Bridging the gap: an evidence-based approach to employee engagement
Institute for Employment Studies
Perspectives on HR 2018 (September 2018)
Employee engagement is a concept that has captured the attention of HR and management professionals ever since it shot onto the scene in the early noughties. In this paper, Megan Edwards, IES research fellow, draws on IES’ wealth of employee engagement research to consider a different aspect of engagement; distinguishing between organisational and job engagement. The paper argues that engagement is not a one-dimensional concept, and in order to improve levels of employee engagement, employers and HR must consider how engagement can occur at different levels within an organisation, be that engagement with one’s role, or with the organisation as a whole, or with both.

The predictive validity of charge nurse personality on objective and subjective performance of subordinates.
Gottlieb T. et al
This study examines the degree to which the Hogan Personality Inventory (HPI) predicts leadership effectiveness for charge nurses in Danish hospitals. Personality predicted both objective and subjective measures of performance, although the effects were stronger for objective than subjective measures. The results lend support to the use of validated personality measures in recruiting and promoting nurses in the health care sector. The use of personality tests should support rather than replace other talent-management measures.
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