HEALTHCARE LEADERSHIP BULLETIN  
December 2018

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<th>Healthcare Leadership</th>
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| **How Women Manage the Gendered Norms of Leadership**  
Zheng, Wei et al | **Organizational uptake of NICE guidance in promoting employees’ psychological health.**  
Weinberg, A. et al |
| **Harvard Business Review** November 28, 2018  
To alleviate this double bind, societal expectations — for what it means to be a woman and what it takes to lead — must change. But until we get there, female executives still have to navigate these tensions. We wanted to know how successful women do it, day-to-day. A wealth of research shows that female leaders, much more than their male counterparts, face the need to be warm and nice (what society traditionally expects from women), as well as competent or tough (what society traditionally expects from men and leaders). The problem is that these qualities are often seen as opposites. This creates a “catch-22” and “double bind” for women leaders. | **Occupy Med (Lond).** 2018 Nov 7. [Epub ahead of print]  
Annual costs to organizations of poor mental health are estimated to be between £33 billion and £42 billion. The UK’s National Institute for Clinical Excellence (NICE) has produced evidence-based guidance on improving employees’ psychological health, designed to encourage organizations to take preventative steps in tackling this high toll. However, the extent of implementation is not known outside the National Health Service. The majority of organizations are aware of NICE guidance in general, but there is a wide gap between this and possession of detailed knowledge and implementation. The role of sector and size of organization is relevant to uptake of some features of NICE guidance, although organizational leadership is important where raised awareness and implementation are concerned. |
| **Unnecessary Frills: Communality as a Nice (But Expendable) Trait in Leaders**  
Vial Andrea C., Napier Jaime L. | **Brexit and the health & social care workforce in the UK**  
Dolton, P. et al |
| **Frontiers in Psychology**, 9, 2018  
Although leader role expectations appear to have become relatively more compatible with stereotypically feminine attributes like empathy, women continue to be highly underrepresented in leadership roles. We posit that one reason for this disparity is that, whereas stereotypically feminine traits are appreciated as nice “add-ons” for leaders, it is stereotypically masculine |

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attributes that are valued as the defining qualities of the leader role, especially by men (who are often the gatekeepers to these roles). We assessed men’s and women’s idea of a great leader with a focus on gendered attributes in two studies using different methodologies. We found that both men and women viewed agentic traits as more important than communal traits to be a successful leader. Together, both studies make a valuable contribution to the social psychological literature on gender stereotyping and bias against female leaders and may illuminate the continued scarcity of women at the very top of organizations, broadly construed.

Respectful leadership: Reducing performance challenges posed by leader role incongruence and gender dissimilarity.
van Gils S. et al
We investigate how respectful leadership can help overcome the challenges for follower performance that female leaders face when working (especially with male) followers. First, based on role congruity theory, we illustrate the biases faced by female leaders. Second, based on research on gender (dis-)similarity, we propose that these biases should be particularly pronounced when working with a male follower. Finally, we propose that respectful leadership is most conducive to performance in female leader-male follower dyads compared with all other gender configurations. A multi-source field study (N = 214) provides partial support for our hypothesis. While our hypothesized effect was confirmed, respectful leadership seems to be generally effective for female leaders irrespective of follower gender, thus lending greater support in this context to the arguments of role congruity rather than gender dissimilarity.

How to Make or Break Implicit Bias Instruction: Implications for Curriculum Development
Gonzalez, Cristina M. et al
To analyze faculty experiences regarding facilitating discussions as part of the institution’s curriculum on racial and ethnic implicit bias recognition and was to provide a comprehensive overview of the health and social care workforce (H&SC) in all constituent countries of the UK. We found it beneficial to not only highlight trends over time but also across regions and job roles.

Seven Learning And Development Trends To Adopt In 2019
Bishop, Cameron
Forbes 2018
It’s the time of year for human resources professionals to look back on employee performance and begin planning their training needs for 2019. To any business, human capital is its greatest asset and the biggest key to achieving business goals. How can you better prepare your teams to perform in a highly competitive environment? Through training.

The health care workforce in England: make or break?
The King’s Fund 2018
In advance of the publication of the NHS long-term plan, this briefing highlights the scale of workforce challenges now facing the health service and the threat this poses to the delivery and quality of care over the next 10 years. It sets out the reasons why the long-term plan and supporting workforce strategy must address the urgent and mounting challenges facing the health care workforce. This briefing will be followed in the coming weeks by a more in-depth report that explores five key levers available nationally and locally that could help ameliorate the workforce crisis affecting both health and social care.

Rising to the challenge: Epilepsy specialist nurses as leaders of service improvements and change (SENS study).
Higgins, A. et al
Seizure. 2018 Dec;63:40–47.
To report the leadership role and change activities of epilepsy specialist nurses (ESNs) in Ireland; findings from the SENS study. Though the epilepsy specialist nurse role was first established in the UK in 1988, much of the literature that discusses or describes the ESN role is founded on anecdotal evidence, or focusses on their clinical expertise. Findings from this study provide empirical evidence that the ESNs were
management. Faculty facilitating sessions on implicit bias must attend faculty development sessions to be equipped to deal with some of the challenges they may face. Buy-in from institutional leadership is essential for successful implementation of implicit bias teaching, and medical educators need to consider formalized longitudinal curricula addressing the recognition and management of implicit biases.

Empowering NHS leaders to lead
Kerr, Ron

**Department of Health and Social Care** November 2018
A short review which explores three of the key challenges faced by executive leaders across the NHS, namely: the expectations and support available for leaders - particularly in some of our most challenged organisations; the alignment of performance expectations at the organisational and system level; and the level of administrative burden placed upon executive leaders. Includes an extensive literature review to evaluate the relative success of previous initiatives, and completed a consultation exercise with leaders across the NHS to gather further evidence and suggestions on what we can do to address the major challenges they face.

**Leadership in integrated care systems (ICSs) Future of care No 9**

**NHS Leadership Academy** – November 2018
This Future of Care paper, aimed at chief executives, directors and senior managers from the NHS, local authorities, housing organisations and voluntary and community sector, is based on findings from interviews with systems leaders and a review of the literature. The NHS Leadership Academy commissioned SCIE to undertake this research to further expand the understanding of systems leadership and leadership of integrated care systems. The research will inform the Leadership Academy’s long-term plans for supporting leaders in integrated care systems.

**Our strategic intent 2018/19 – 2022/23**

**London Ambulance Service** 2018
We want to make sure that our strategy is fit for purpose, understood and believed in as well as in-keeping with the strategic direction of the wider NHS. involved as key players in leading changes within the services, in the education of others, and the continuous advancement of epilepsy care.

**Perceived value of leadership experiences in a postgraduate year 2 ambulatory care pharmacy residency.**
Smith, L.C. et al

Leadership experiences taught within the Kaiser Permanente Colorado (KPCO) postgraduate year 2 (PGY2) ambulatory care pharmacy residency program were evaluated. KPCO leadership training incorporated 6 mandatory leadership sessions and offered a 6-week elective rotation. In this qualitative study, an 18-item semistructured interview guide was developed, tested, and administered telephonically to former KPCO PGY2 residents who had been in clinical practice for a minimum of 1 year. The primary outcome was the perceived value of the leadership experiences, and perceived gaps was the secondary outcome. Qualitative analysis was performed for open-ended questions. Responses were coded and key phrases were highlighted to illustrate major concepts and themes. Leadership experiences during the PGY2 ambulatory care pharmacy residency at KPCO were perceived positively by former residents on a professional and a personal level.

**Health-promoting leadership: A qualitative study from experienced nurses’ perspective.**
Furunes T. et al

The quality of leadership is imperative in creating supportive and health-promoting work environments to ensure workforce productivity and ethically sustainable caring cultures. More knowledge on how leaders can promote health and sustainable careers among nurses is needed. At a time of current and projected nursing shortage, it is important to understand the reasons why nurses intend to remain in their jobs. Health-promoting work environments enable nurses to flourish. Having ample autonomy is therefore important to nurses so that when they face
This document will provide the basis for a six week period of engagement from 6 November 2017 to 15 December 2017, to ensure that we fully address the needs of patients, our staff and of the NHS in London. We are pleased to be leading the London Ambulance Service into the next stage of its development and look forward to hearing your views on how best to develop our service so that it continues to develop new ways of saving lives, innovates clinically, technologically and operationally, attracting outstanding people to work for us and with us.

**Special issue on leadership in Nephrology**
Schmidt, Rebecca J. (ed.)

**Advances in Chronic Kidney Disease** – November 2018, Vol 25, issue 6
In this final 2018 issue of Advances in Chronic Kidney Disease, Guest Editor Rebecca Schmidt takes the lead on leadership. She has compiled a series of articles that compress 2 important and sometimes nebulous concepts into digestible format with the assistance of her contributing authors. Each article adds to the others to provide a roadmap to establishing a successful career in medicine and specifically nephrology.

**Healthcare leadership with political astuteness (HeLPA): a qualitative study of how service leaders understand and mediate the informal 'power and politics' of major health system change.**
Waring, J. et al

**BMC Health Serv Res.** 2018 Dec 3;18(1):918.
The implementation of strategic health system change is often complicated by the informal politics and power of health systems, such as competing interests and resistant groups. Evidence from other industries shows that strategic leaders need to be aware of and manage such 'organisational politics' when implementing change, which involves developing and using forms of political 'skill', 'savvy' or 'astuteness'. The purpose of this study is to investigate the acquisition, use and contribution of political 'astuteness' in the implementation of strategic health system change. The research will produce evidence about the relatively under-researched contribution that political skill and astuteness makes in the implementation of strategic new challenges, they see them as a way of using and developing their competencies. Although most nurses claim their own leaders are not health promoting, they have a clear understanding of how a health-promoting leader should act. The health-promoting leader should not only be attentive and promote skills development, but also cater for nurses' meaningfulness. Nurses in primary health care understand a health-promoting work environment to be a workplace where they can develop, not only clinical skills, but also flourish as human beings. Further, nurses find it health promoting to have a meaningful job, using their competence to make a difference for patients and their families. Nurse Managers have an important role in facilitating meaningfulness in nurses' jobs to retain nurses as a valuable asset for the organisation.

**Quality Improvement**

**King IV for Health and Social Care**
Bullivant, John

**Good Governance Institute with input from NHS Trust and Foundation Trust Boards and NHS Improvement.**
November 2018

NHSI recommends in-depth, regular and externally facilitated developmental reviews of leadership and governance as good practice across all industries. Rather than assessing current performance, these reviews should identify the areas of leadership and governance of organisations that would benefit from further targeted development work to secure and sustain future performance. The external input is vital to safeguard against the optimism bias and group think to which even the best organisations may be susceptible. They therefore encourage all providers to carry out externally facilitated, developmental reviews of their leadership and governance using the well-led framework every three to five years, according to their circumstances.

**Training**

**Developing your leadership skills**
Bryson, David

**Journal of Visual Communication in Medicine** Volume
health system change. It intends to offer new understanding of these skills and capabilities that takes greater account of the wider social, cultural organisational landscape, and offers tangible lessons and case examples for service leaders. The study will inform future learning materials and processes, and create spaces for future leaders to reflect upon their political astuteness in a constructive and development way.

Letting Local Systems Lead: How the NHS Long Term Plan can deliver a Sustainable NHS
NHS Confederation 2018
Based on the findings, and our own analysis of the challenges facing the service, the NHS Confederation is calling for the long-term plan to: Make support for effective local leadership and relationships a priority. Focus attention on the key factors that will allow local improvements to health and social care services, Shift the focus of regulation from performance management to improvement support, Support local systems to strengthen ownership in their communities of the long-term plan vision

Clinicians moving into senior leadership: barriers and enablers
Department of Health and Social Care. Published 15 November 2018
This report sets out the findings of a review carried out by the Faculty of Medical Leadership and Management (FMLM) into how we can increase the numbers of clinical professionals taking up the most senior leadership roles in the NHS.

NHS England lift legal directions for quality of leadership at three clinical commissioning groups
NHS Brighton and Hove CCG 2018
Three CCGs within the Central Sussex and East Surrey Commissioning Alliance have had legal directions related to quality of leadership lifted by NHS England, just ten months after moving to a shared Accountable Officer and Executive Team. Crawley, East Surrey and Horsham and Mid Sussex CCGs have been praised by NHS England for the significant improvements that have been made to the governance, capability and capacity of the organisations.

41, 2018 - Issue 4
Leading a team with a small or large number of people can be difficult and it requires time and experience to develop and apply the necessary skills. This paper includes a number of learning activities designed to start you off on the road to becoming a leader and to hone those skills through reflection.

Seven Learning And Development Trends To Adopt In 2019
Bishop, Cameron
Forbes 2018
It’s the time of year for human resources professionals to look back on employee performance and begin planning their training needs for 2019. To any business, human capital is its greatest asset and the biggest key to achieving business goals. How can you better prepare your teams to perform in a highly competitive environment? Through training.

Impact of educational leadership and interprofessional learning on vascular access training.
Hulse, A. and Cochrane, J.
Educational leadership supports the effective transfer of knowledge and clinical skills between practitioners. Evaluation of training is imperative to ensure safe and effective transfer of learning into clinical practice. This study explores and critically evaluates the impact of educational leadership on practitioner development and clinical practice, focusing specifically on paediatric vascular access. Overall, practitioners’ knowledge and clinical skills were improved, which illustrates the benefits of collaborative learning. Findings also show there is a need for specialist education and training, and that educational leadership needs to be promoted in healthcare settings. There are benefits in having education delivered in collaborative partnerships and by experts and skilled practitioners. This study also highlights that vascular access training within paediatrics varies a widely.

Leadership books
Discovering Leadership : Designing Your Success
Middlebrooks, Anthony et al
Hospitals spending thousands to secure settled status for EU employees
Baska, Maggie
People Management (CIPD) 6 Nov 2018
NHS hospitals are paying six-figures sums to secure the rights of critical employees to continue working in the UK after Brexit, it has been confirmed, in a move which illustrates the depth of concern in the health service about availability of talent once the UK leaves the European Union.

Sage 2018
An introductory leadership textbook that guides students through the concept of leadership by design, a theory that
Cover for

Leadership with Impact - Preparing Health and Human Service Practitioners in the Age of Innovation and Diversity
Araque, Juan Carlos and Weiss, Eugenia L.
Oxford University Press 2019
Features 15 interviews with current health and human service leaders. Includes case studies and examples of leadership applications in the health and human services. Each chapter provides a clear outline of objectives involves planning each step of their leadership development, focusing on practical skills and valuable attributes that will maximize their leadership success now and into the future.

Transformational Leadership for the Helping Professions - Engaging Head, Heart, and Soul
East, Jean F.
Oxford University Press 2018
Shares leadership practices that can be used in organizational and communities settings. Combines theory with practices, discussion questions, and activities. Features case examples from helping and service professions

This bulletin is based partly on the leadership blog for Thames Valley and Wessex Leadership Academy:
https://blogs.bodleian.ox.ac.uk/tvw-knowledge-hub/home/

Need further help? The outreach team at the Bodleian Health Care Libraries is here to support the information needs of all OUH Trust staff. We’re happy to help you with literature searches, search skills training and advice, keeping you up to date, and general references enquiries.

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