**Healthcare Leadership**

*Mobilising evidence to improve nursing practice: a qualitative study of leadership roles and processes in four countries*  
G Harvey, Gill et al  
*International Journal of Nursing Studies* Volume 90, February 2019, Pages 21-30  
The approach and style of leaders is known to be an important factor influencing the translation of research evidence into nursing practice. However, questions remain as to what types of roles are most effective and the specific mechanisms through which influence is achieved. National policies around quality and performance shape priorities for evidence-based practice, which in turn influences the roles and mechanisms for implementation that are given prominence. There is a need to maintain a balance between the mechanisms of managing and monitoring performance and facilitating critical questioning and reflection in and on practice. This requires a careful blending of managerial and facilitative leadership. The findings have implications for theory, practice, education and research relating to implementation and evidence-based practice.

**How do you get from diversity to inclusion? Ask these 4 questions about your meetings**  
Dolly Chugh  
*Ideas.ted.com*. Nov 2018  
Making small tweaks to your meetings — even changing the seating! — can actually help set the stage for bigger shifts in our communities and companies.

**Staff**

*When will we see more diverse nursing leadership?*  
Coghill Y  
How can the NHS, the fifth-largest organisation in the world, employing over 1.7 million people, 20% (340,000) of whom are from black and minority ethnic (BME) backgrounds, have so few senior leaders from those backgrounds? Nursing is no exception.

*Equally outstanding: Equality and human rights – good practice resource*  
*Care Quality Commission* Dec 2018  
How can a focus on equality and human rights improve the quality of care in times of financial constraint? In times of financial constraint, we often see equality and human rights as a challenge. We rarely look at equality and human rights as a solution. Yet, there is growing evidence that equality and human rights for people using services and staff needs to play a central role in improving the quality of care. And we are finding that some of the best providers are doing this successfully — even in times of constraint. This is what we want to explore in this resource. We want to help providers put equality and human rights at the heart of their improvement work so that the quality of care gets better for everyone.

*The Long Term Plan – are we a step closer to a workforce strategy?*  
Andrew Goddard  
*Royal College of Physicians* Jan 2019  
RCP president Professor Andrew Goddard discusses what we’ve learned from the new NHS Long Term
demands for managers' leadership behaviors.
Rosen, C.  
Over the past 30 years, the nature of communication at work has changed. Leaders in particular rely increasingly on e-mail to communicate with their superiors and subordinates. However, researchers and practitioners alike suggest that people frequently report feeling overloaded by the e-mail demands they experience at work. In the current study, we develop a self-regulatory framework that articulates how leaders' day-to-day e-mail demands relate to a perceived lack of goal progress, which has a negative impact on their subsequent enactment of routine (i.e., initiating structure) and exemplary (i.e., transformational) leadership behaviors. The relation of e-mail demands with leader goal progress was strongest when e-mail was perceived as less central to performing one's job, and the relations of low goal progress with leadership behaviors were strongest for leaders low in trait self-control.

Men’s Fear of Mentoring in the #MeToo Era — What’s at Stake for Academic Medicine? 
Sophie Soklaridis  
In response to the #MeToo and Time’s Up movements, some men in positions of power say they are afraid to participate in mentoring relationships with women. This response has serious consequences for women’s career advancement.

What initiatives do healthcare leaders agree are needed for healthcare system improvement? Results of a modified-Delphi study.  
Barson S. et al  
The purpose of this paper is to identify five quality improvement initiatives for healthcare system leaders, produced by such leaders themselves, and to provide some guidance on how these could be implemented. The practical implications are a set of findings based on what leaders would bring to a decision-making table in an ideal world if given broad scope and capacity to make policy and organisational changes to improve healthcare systems. This study adds to the literature a suite of recommendations for healthcare quality improvement, produced by a group of experienced healthcare system leaders from a range of contexts.

Leadership development should be a lifelong seminar  
Peter Homa
Plan, and how to create a sustainable workforce.

Long-term plan highlights workforce issues  
NHS Employers Jan 2019
NHS England has published its long-awaited plan for the NHS, setting out an overall vision for how the NHS should change over the next ten years. The plan includes a brief section on workforce, summarised in the article, which covers proposals for areas including workforce supply, international recruitment, nursing and CPD.

An evaluation of a 'BE NICE Champion' program: A bullying intervention program for registered nurses.  
Keller R. et al  
To explore the experiences, perceptions, and attitudes of registered nurses (RNs) who completed the BE NICE Champion training program; a home-grown program that provides RNs tools to intervene when bullying is observed; using the "4S's": Stand-by, Support, Speak up, and Sequester. The program and use of the 4S’s adequately provided RNs with confidence to intervene when bullying was observed. RNs felt better equipped to respond due to the techniques learned and appreciated our organizational commitment to address bullying. Furthermore, the program may be strengthened by incorporating recommendations discussed.

Using the flipped classroom to apply survival skills for new clinical leaders.  
Zwerneman K. et al  
This article describes one healthcare system's efforts to improve its orientation process for new clinical leaders, including those from the nursing, respiratory, lab, and pharmacy departments.

Developing allied health leaders to enhance person-centred healthcare.  
Bradd P. et al  
The purpose of this paper is to present findings from a mixed methods study investigating leadership development of allied health practitioners within a large public healthcare organization in Australia. Results provide new empirical evidence about the effectiveness of using practice development for allied health leadership development. This low-cost leadership program can be replicated by other organizations.
HSJ Jan 2019
Peter Homa captures leadership lessons he learnt in his nearly 40 years NHS leadership experience

#150Leaders: Fostering Student Leadership
Council of Deans Student Leadership Dec 2019
This publication is for students interested in leadership. The focus of the approach is experiential and multidisciplinary. This is not another publication about theories of leadership and management. Quite the contrary, it is about how students can be motivated to be leaders from the start of their higher education experience. Although all examples featuring in this publication are about healthcare students, a lot of the approaches could be transferred to many other disciplines and could indeed apply to different sectors and professions.

Talking leadership: learning to lead as an NHS consultant
Kin Yee Shiu
The King's Fund 2019
Dr Kin Yee Shiu is a consultant in nephrology and acute/general medicine at the Royal Free London NHS Foundation Trust, where she is also clinical lead for chronic kidney disease and renal outpatients. Dr Shiu took part in our Leadership for consultants programme in 2017. Here, she talks about her experience of the programme and the challenge of leading change as a consultant.

How to navigate the NHS towards good leadership?
Greta McLachlan
BMJ Opinion : December 17, 2018
Leadership skills are still neglected among clinicians, says Greta McLachlan, and the NHS is the worse for it.

Learning from the Millom Experience: A Grant Success Story
NHS Leadership Academy 2019
The NHS North West Leadership Academy (NHS NWLA) understands the evolving leadership landscape. We work in partnership with other sectors and our members to define requirements and to develop bespoke, effective leadership interventions. These leadership interventions support leaders in delivering effective health and social care; improving population health whilst at the same time making the best use of resources for its members.

‘Supporting The System’ - Millom Case Study
NHS North West Leadership Academy 2019

Mentoring
Ten Top Tips for Mentoring and Reverse Mentoring
Bev Matthews
NHS Horizons Dec 2018
These Ten Top Tips for Mentoring and Reverse Mentoring detail what makes a great mentor and reverse mentor, as well what makes a less good one. The tips have been co-created with nursing and midwifery ambassadors from acute and primary care; a variety of specialties and those with different portfolios.

Sixty seconds on . . . reverse mentoring
Ann Robinson
BMJ News. 2018; 363
The act of flipping traditional roles so that the more junior person acts as mentor to the senior person is gaining traction. It’s been described as a “social exchange tool for keeping Boomers engaged and Millennials committed.”

How reverse mentoring is helping to improve diversity in businesses
Lucy Jolin
Virgin Entrepreneur September 2018
How do you break down cultural barriers when your employees don’t know anyone different from them? Reverse mentoring could be the answer. In this article you will learn: what reverse mentoring is, how reverse mentoring could benefit your business, and what you should know before implementing reverse mentoring

KPMG launches reverse mentoring scheme
Lucy Skoulding
Accountancy Age June 8, 2018
KPMG’s reverse mentoring scheme aims to enable those working at more senior levels to truly understand the challenges those from diverse backgrounds face in the workplace. How is the scheme going so far and what impact will it have on the culture at KPMG?

Training
Newly-graduated nurses' experiences of a trainee programme regarding the introduction process and leadership in a hospital setting - a qualitative interview study,
Gellerstedt L. et al
The NHS North West Leadership Academy’s (NHS NWLA) aim is to provide current, effective, leadership development interventions, products and support, understanding the present and emerging leadership landscape and helping NHS North West leaders to lead and collaborate with others to achieve the ambitions within the 5 Year Forward View.

Maternity DMA Report – Digital Maturity Assessment of Maternity Services in England 2018

NHS England 13 November 2018
The Digital Maturity Assessment (DMA) is a complete picture of the digital maternity landscape across England – a baseline for improvement at both a national and local level. The Maternity DMA allows us for the first time to measure how well maternity services in England are making use of digital technology. The outputs of the Self-Assessment will help individual organisations to identify key strengths and gaps in their provision of digital services. The analysis contained in this report provides an overview across the country of the progress maternity services are making in obtaining the benefits associated with adopting digital technology.

Why a culture change at Worcestershire Acute Hospitals NHS Trust is benefiting patients

People Management 13 Dec 2018
Case study. The troubled trust worked with culture specialists to give employees a sense of achievement and connection

Quality Improvement

Opening the door to change: NHS safety culture and the need for transformation

Care Quality Commission Dec 2018
Never Events are serious incidents that are considered to be wholly preventable because guidance or safety recommendations that provide strong systemic protective barriers are available at a national level, and should have been implemented by all healthcare providers. However, Never Events continue to happen: there were 468 incidents provisionally classified as Never Events between 1 April 2017 and 31 March 2018.

Understanding organisational culture for healthcare quality improvement
Russell Mannion and Huw Davies
BMJ 2018;363:k4907 (Published 28 November 2018)
Organisational culture represents the shared ways of

This study aimed to describe newly-graduated nurses’ experiences of introduction processes and leadership within a hospital trainee programme. For many, being a newly-graduated nurse is associated with stress, influenced by the challenge of the transition to independent nurse, coupled with the loss of mentorship due to nurse turnover and rapidly changing demands. The orientation process from student to becoming an independent nurse is a challenging period. A flexible manager and a readily accessible leadership facilitate the newly-graduated nurse’s striving to become an independent nurse. The study demonstrates that a trainee programme and support are essential in this process. There are indications that today's newly-graduated nurses have high expectations of coaching from the manager during the orientation process.

Coaching NHS leaders to build energy for change
Rosanna Hunt
Horizons 2019
Helping leaders to become aware of their own and other’s energy for change is an important task that leadership coaches can facilitate. The Energy for Change Model can be used to support you at the beginning of a change project, or later down the line, if you are encountering resistance to change, change fatigue or apathy.

Leadership books
Discovering Leadership : Designing Your Success
Middlebrooks, Anthony et al
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
thinking, feeling, and behaving in healthcare organisations. Healthcare organisations are best viewed as comprising multiple subcultures, which may be driving forces for change or may undermine quality improvement initiatives. A growing body of evidence links cultures and quality, but we need a more nuanced and sophisticated understandings of cultural dynamics. Although culture is often identified as the primary culprit in healthcare scandals, with cultural reform required to remedy failings, such simplistic diagnoses and prescriptions lack depth and specificity.

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.

Contact us:
01865 221936
hcl-enquiries@bodleian.ox.ac.uk
www.bodleian.ox.ac.uk/nhs

Register for OpenAthens to access e-resources: https://openathens.nice.org.uk/

To subscribe/unsubscribe from this bulletin please email library@ouh.nhs.uk or reply to this email.

Please see our privacy notice https://libguides.bodleian.ox.ac.uk/Keeping_up_to_date/privacynotice