**Healthcare Leadership**

Clinical leadership – a framework for action  
A guide for senior leaders on developing professional diversity at board level  
NHS Improvement  
IG 02/19 2019  
Professionally diverse leadership teams including senior clinicians at board level increase the likelihood of meeting the complex challenges facing the NHS. We have created a framework to help providers make the most of the talents of all their existing workforce.

Clinical leadership case study: midwife and chief nurse  
NHS Improvement  
30 January 2019  
Pippa Nightingale, Chief Nurse, Chelsea and Westminster NHS Foundation Trust, on becoming a clinical leader.

Clinical leadership case study: physiotherapist and group deputy chief executive officer  
NHS Improvement  
30 January 2019  
Shane DeGaris, Group Deputy Chief Executive Officer, Barts Health NHS Trust, on becoming a clinical leader.

Clinical leadership case study: occupational therapist and director of AHP and psychology professions  
NHS Improvement  
30 January 2019  
Clare Boobyer-Jones, Director of AHP and Psychology Professions, Somerset Partnership NHS Foundation Trust and Taunton and Somerset NHS Foundation Trust, on becoming a clinical leader.

**Staff**

A Model Employer: Increasing black and minority ethnic representation at senior levels across the NHS  
NHS Improvement  
January 2019  
NHS Workforce Race Equality Standard (WRES) leadership strategy  
NHS Workforce Race Equality Standard: 2018 data analysis report for NHS trusts  
NHS Improvement. Reference Number: 08735  
January 2019  
The Workforce Race Equality Standard (WRES) requires organisations employing almost the entire 1.4 million NHS workforce to demonstrate progress against nine indicators of staff experience and opportunity. The 2016 WRES data report for NHS trusts presented the baseline data for all nine WRES indicators. The 2018 data presented in this report enable us to examine progress over a three-year period.

BME staff are still struggling: here’s what you can do about it  
Yvonne Coghill, Professor Michael West, Habib Naqvi  
HSJ  
1 February 2019  
Michael West, Habib Naqvi and Yvonne Coghill outline measures to implement the values of compassion and inclusion across the whole of the NHS.

Career progression within the NHS  
Saša Jankovic  
The Pharmaceutical Journal  
7 Jan 2019  
With roles opening up for pharmacists in urgent care settings, hospitals and primary care, new opportunities
Simon Mundie sits down each week with an expert to explore the deeper aspects of sport that mean more than the score. Very relevant to leadership.

**Leadership Online: A Directory of Resources**
**John Hunt** 2019
This directory of leadership and management development elearning and online resources will be of interest and value to leaders and managers everywhere, especially in the NHS and the public sector in the UK. It is an educational resource and started life as a resource for leaders and managers within the NHS in the south of England, and has been developed extensively since.

**Organisational Development and Leadership**
**Together We’re Better Staffordshire and Stoke-on-Trent** Jan 2019
We want to develop leaders who have the skills and resilience to work in an integrated health and care system that more effectively supports local people. We’re working with other Together We’re Better programmes to ensure frontline staff are fully engaged and have the tools and techniques they need to continuously improve care and evidence their practice. There is also the need for enhanced partnership working and joint accountability.

**Case studies**
**NHS Leadership Academy** February 2019
Compilation of personal stories about leadership and roles in the NHS

**Experiences that develop leadership capabilities**
**George Boak**
**Leadership & Organization Development Journal** Volume 40, Issue 1 2019
The purpose of this paper is to answer the research question: what recent experiences – other than undertaking training and development programmes – do mature managers and professionals regard as important for their development as leaders?

**A network’s gender composition and communication pattern predict women’s leadership success**
Yang Yang, Nitesh V. Chawla, and Brian Uzzi
**PNAS** February 5, 2019 116 (6)
Graduate programs increasingly place women directly into leadership positions. For men, centrality in the school-wide student network predicts job-rank placement. Women’s placement is also predicted by centrality and the presence of a distinctive inner circle of women in their network. The inner circle of high-

are being created for pharmacists looking to move up in the NHS.

**NHS England launches the Workforce Disability Standard (WDES) metrics and resources**
**NHS England** January 2019
The Workforce Disability Equality Standard (WDES) is a set of ten specific measures (metrics) that will enable NHS organisations to compare the experiences of Disabled and non-disabled staff. This information will then be used by the relevant NHS organisation to develop a local action plan, and enable them to demonstrate progress against the indicators of disability equality.

**Can general practice trainees engage with leadership activities during their GP training placements? - An evaluation of an intervention in South East Scotland.**
Denney M. and Johnstone A.
Leadership is one of the GMC's Generic Professional Capabilities for all medical specialties, but engagement in leadership activities is not currently routinely built into general practice (GP) training. We explored whether GP trainees in their first year of specialty training (ST1) could engage with a leadership activity in their practice placement. Most trainees and their supervisors felt that a leadership activity was possible during the first year of general practice training. More work needs to be done to see if these results are generalisable to trainees across demographic subgroups, and in other years of training.

**Voices of Quiet Students: Introverted Nursing Students’ Perceptions of Educational Experiences and Leadership Preparation.**
Colley SL1.
**Int J Nurs Educ Scholarsh.** 2019 Jan 10;15(1).
The nursing profession needs leaders from across the temperament continuum. Educational environments are conducive to extroverts' learning but can have detrimental outcomes for introverted students. Introverted nurses avoid leadership positions because they have been taught extroversion traits are needed. This study explores perceptions of seven RN-BSN students who work as nurses and self-identify as introverts.

**Lessons learned from multisite implementation and evaluation of Project SHARE, a teen health information literacy, empowerment, and leadership program**
Alla Keselman et al
plac[44x767]ing women displays an unusual network duality: The network has cliinquish ties among women, but each woman is connected to a separate set of third-party contacts. This dual connectivity of strong and weak ties appears to provide simultaneous access to gender-related tacit information important for women’s success as well as diverse job-market data needed for successful job search and negotiations.

Attachment and leadership: review and new insights.
Mayselless O. and, Popper M.
Curr Opin Psychol. 2019 Feb;25:157-161
Attachment theory has inspired a new view on the topic of leadership, enabling a better understanding of leader-follower relations by acknowledging how attachment dynamics and the evolutionary foundations of human relationships apply in organizational contexts. We analyze the significance of competence in the context of attachment and leadership and suggest a new Care and Competence Model based on evolutionary claims.

Managing care errors in the wards: The contribution of authentic leadership and error management culture
Maria Luisa Farnese
Leadership & Organization Development Journal Volume 40, Issue 1
The importance of an error management culture (EMC) that integrates error prevention with error management after errors occur has been highlighted in the existing literature. However, few empirical studies currently support the relationship between EMC and errors, while the factors that affect EMC remain underexplored. Drawing on the conceptualisation of organisational cultures, the purpose of this paper is to verify the contribution of authentic leadership in steering EMC, thereby leading to reduced errors.

The influence of change-oriented leadership on work performance and job satisfaction in hospitals - the mediating roles of learning demands and job involvement.
Mikkelsen A. and Olsen E.
The purpose of this paper is to examine the mechanisms through which change-oriented leadership in hospitals influences job performance and employee job satisfaction. The authors examine the direct and the mediating effects of perceived learning demands and job involvement.

Workplace accommodations for adults with autism

Journal of the Medical Library Association 107 (1)
January 2019
This case study describes the implementation and evaluation of a multisite teen health information outreach program. The objectives of the program were to increase health knowledge, health information literacy, interest in health careers, community engagement, and leadership skills of teens in disadvantaged communities.

Mentoring
Stepping Into My Shoes
Cambridgeshire and Peterborough Sustainability & Transformation Partnership (STP) 2018
What is Stepping into My Shoes? It is an informal staff development opportunity that involves creating an ‘interchange’ of learning experiences and is a simple concept of matching learners and sharers together with the intention of a mutual learning opportunity. The Learner shares what they are looking for in terms of experience in another organisation while the Sharer reveals their skills and knowledge and in what capacity.

Improving mentorship at North Staffordshire Combined Healthcare NHS Trust
The Atlas of Shared Learning 15 January 2019
The Practice, Education and Preceptorship Lead Nurse at North Staffordshire Combined Healthcare NHS Trust led on the development and implementation of a programme to improve mentorship within the organisation. This programme has shown a variety of improvements including enhanced patient care and experience, more confident students, nurses & Allied Health Partners (AHPs) and increased staff satisfaction and morale.

Characteristics of successful interventions to reduce turnover and increase retention of early career nurses: A systematic review.
Brook J. et al
Nurse shortages have been identified as central to workforce issues in healthcare systems globally and although interventions to increase the nursing workforce have been implemented, nurses leaving their roles, particularly in the first year after qualification, present a significant barrier to building the nurse workforce.

A longitudinal study of nurses' career choices: The importance of career expectations on employment in...
|---|---|
| **Quality Improvement**  
Disabil Rehabil. 2019 Feb 3:1-16. To identify workplace accommodations that can contribute to obtaining or maintaining employment for adults with autism spectrum disorder in the peer-reviewed literature. |  |
| **Leadership books**  
Leading at a higher level: Blanchard on leadership and creating high performing organizations Ken Blanchard Pearson Education [2019]  
Presents the definitive discussion about using SLII®—the most widely used leadership model in the world—to lead yourself, individuals, teams, and entire organizations. More important, you’ll learn how to dig deep within, discover the personal “leadership point of view” all great leaders possess, and apply it throughout your entire life. This book will guide you, inspire you, provoke you, and be your touchstone |  |
| **Quality improvement using the principles of the Leading Change, Adding Value framework**  
The Atlas of Shared Learning 23 January 2019  
The Senior Development Nurse at South West London and St George’s Mental Health NHS Trust (SWLSTG) undertook a programme of quality improvement, by supporting staff across the Trust, to embed principles of the Leading Change, Adding Value framework into practice. This programme has supported the continued professional development of nursing staff to carry out a series of improvement projects, all targeting quality improvement and leadership. | Leadership for Organizations Waldman, D.A. and O'Reilly, C.A. SAGE Publications 2019  
The need to develop better business leaders has never been greater. Leadership for Organizations provides a brief overview of leadership at the individual, team, and organizational levels. |  |
| **Training**  
Warrington and Halton hospitals partner up with Warrington & Vale Royal College  
Warrington & Vale Royal College 2019  
Warrington and Halton Hospitals NHS FT has signed a Memorandum of Understanding with Warrington & Vale Royal College, signalling a commitment to ‘home grow’ the local NHS workforce of the future. The Trust’s relationship with the college is the latest in a number of academic partnerships with universities, colleges and schools across the region and is intended to promote initiatives and opportunities for developing the employability skills of and opportunities for college | Practical management and leadership for doctors John Wattis, Stephen Curran, Elizabeth Cotton. CRC Press 2019  
This practical, concise book will help every medical manager survive and thrive in the increasingly challenging world of healthcare. It offers a hands-on introduction to the knowledge, skills, attitudes and behaviour required to succeed in a modern healthcare setting. |  |
| Evolve: how exceptional leaders leverage the inner voice of human evolution Findlay, Graeme. Routledge 2019  
Leaders work hard to develop strong leadership capabilities in today’s modern organizations, for the benefit of their teams and for their own careers. But, sometimes conventional leadership theory fails to explain why our efforts fail to make an impact, and arguably are becoming less and less successful. Why would this be? |  |
learners and apprentices.

| 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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